STANLEY KNOWLES CO-OPERATIVE: DEVELOPING A FRAMEWORK FOR THE PARTICIPATION OF SENIORS IN THE DESIGN OF THEIR OWN NON-PROFIT HOUSING CO-OPERATIVE

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FOREWORD/ACKNOWLEDGEMENTS

This project developed out of several preliminary experiences in involving future residents in the design of housing co-operatives in Montreal, Toronto and Ottawa. The Board and membership structure of co-operatives seemed particularly open to collaboration between design professionals and users, and there were some indications that both parties were more satisfied with the final results.

In 1981, the Board of Directors of Stanley Knowles Housing Co-operative agreed to help test out various methods for user participation in the design of their own seniors co-operative which was then in an early stage of development. This decision reflected their concern that the building be responsive to perceived special needs of seniors and their enthusiasm for the action research project which was proposed and is described in this report.

The project was funded by Canada Mortgage and Housing Corporation (CMHC) and coordinated by the Labour Council Development Education Foundation. The Education Foundation was established by the Labour Council Development Foundation of Metro Toronto specifically to carry out research and education work, and to complement its own work in the development and construction of non-profit housing co-operatives.

This is the Education Foundation's first project and special thanks are due to Mrs. Sylvia Goldblatt, CMHC's delegate for this project, for her support and patience in the face of unavoidable delays in completing this report. The project would not have been possible if the Stanley Knowles Board

had not been willing to test out its own ideas against the larger project Design Committee and two community groups. The active and enthusiastic participation of the Board and Design Committee in attending meetings, site visits and completing "homework" is very much appreciated.

We are sorry to disappoint any readers who are anticipating a complete "how-to" guide to both the design process and the design content for seniors co-operative housing. We too would like to see a more complete reference guide and we believe that this report provides the basis for a more extensive effort that could also be applicable to a variety of seniors housing sponsors. We hope that this report will encourage and assist others to carry out similar efforts. An outline and an evaluation of the need for a detailed hardbook is included in this report.

Finally, although this project involved the efforts of many people, the authors must of course take responsibilty for its conclusions and the form of presentation.

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1. BACKGROUND

This section first addresses two basic questions: why should seniors participate in designing their own housing and what is user participation in design? A limited review of the conjuncture of environmental and behavioral research and practice relevant to serious housing reveals that this work is still in a highly experimental stage. It does not yet lay claim to consolidated methodologies or to precise guidelines for design professionals. Action research in the form of user participation is seen as a logical projection of current multi-disciplinary design collaboration. Pre-conditions for the success of this process are established.

The specific situation of Stanley Knowles Housing Co-operative sets the background of both constraints and potentials for the involvement of seniors in its design. The section concludes with a detailed presentation of the project objectives and the initial steps of the research project.

A. Why should seniors participate in designing their own housing?

Although architects and other design professionals have long presumed that there is some connection between built forms and peoples' feelings usually hinged on the aesthetic nexus of "uplifting the human spirit", the systematic study of the relationship between environments and both individual and social behavior and well-being is relatively recent. Edward Hall's work on "proxemics" and Sommers' notions of "personal space" sparked a great deal of interest, and complemented an already emerging sociological literature concerned with urban realities (e.g. Gans' "Urban Villagers") and debunking various long-termed planning mythologies (e.g. Jacobs on the value of

neighborhood heterogeneity).

"The orientation of behavioral scientists to the world of design and physical planning was matched by the self-conscious turning of design professionals towards the goal of human need satisfaction as an equal partner to the more traditional aesthetic, (functional) and structural goals. The design community 'discovered' consumer wishes, the virtues of observing their creations in use, and the many possibilities inherent in collaborating with social scientists." (Lawton, 1978)

At the same time, demographic trends were beginning to have an impact in the realization that an increasing proportion of the population of industrialized countries are living a greater number of years after 65. For example, from 1971 to 1976, the number of over-65s in Canada increased by 14% from 1.75 to 2 million. This conjuncture of interests provoked the more specialized study of environment and aging in the context of an increased demand for specialized environmental services for the elderly and the search for appropriate responses.

Much of this work initially focussed on physiological changes such as limits on physical capability and sensory losses. For example, changes in visual ability are associated with the loss of details in high glare environments, increasing difficulty in adjusting from bright to dark areas, difficulties in depth perception which make stairways more hazardous, problems in separating contrasting wall and floor surfaces, and confusion and loss of place associated with hard-to-read signs and other visual cues. (Pastalan, 1979) In practice designers have been able to respond to these types of considerations as they have been revealed, e.g. shaded glass to reduce glare, careful

attention to colour and signage, etc. Still, this is far from an exact science, there are few standards, and research work is ongoing.

The health and well-being of the elderly (and indeed, all people) also seems to be related to a complex matching of behavioural settings at different scales (personal space, unit, building, neighborhood, city) and individual characteristics (adaptive skills, physical capabilities, personality, lifestyle, financial resources) that can be mediated by environmental supports and adaptive behaviours. In this way, a social service sponsored contact group may reduce feelings of loneliness in a person recently arrived in a new neighborhood. Some characteristics of these relationships suggest that the most satisfactory environments are those which permit maximum independence, preferably in one's own home and neighborhood, while providing necessary levels of support to an "independent" lifestyle as individual capabilities decrease. Again it has been possible to draw out guidelines for the design and management of housing and related seniors services. Thus, dwelling units that permit individual modifications and a variety of furniture layouts in a building that has several unit types including some adapted for the wheelchair disabled may begin to meet the above criteria for long-term independence. (From Gelwicks, 1974)

Added dimensions have come from the recognition that the elderly are in fact a highly heterogeneous group individually and socially. There are very significant differences between the younger elderly (55 - 75) and those over 75 which compound variations in personal characteristics. About the most definite thing which can be said is that "the environmental circumstance of the older person may bear a critical relationship to her well-being

in many areas". (Lawton, 1978) This is especially true of the immediate housing environment due to generally decreasing mobility and increasing time in the residential as opposed to the work environment.

It is however exceedingly difficult to predict direct relationships between particular environmental factors and levels of satisfaction. Family, friendship, institutional support systems, and personality factors may all have a much greater impact than physical interventions. But in any case, "...if a positive environmental situation can contribute consistently a small increment in well-being, it would seem useful to develop guidelines that can upgrade the quality of older people's environments". (Lawton, 1978)

Although usually related to a particular building type, funding program and/or a cultural context, various checklists, guidelines, criteria and recommendations have been developed along these lines (Gelwicks 1974, McNab 1969, Zeisel 1977) None are comprehensive which is a true reflection of the state of environment/behaviour research and of course, these tools must be adapted to each new site and situation. Growing recognition that designers and users may have very different opinions and that the latter may even view some "features" as handicaps (Carp, 1976), raises the question of who is to choose the relevant guidelines, criteria or recommendations. Even if the architect were 65, she could not simultaneously be 55 and 75, male and female, disabled and not. She could only try to imagine herself in all these situations but would then fall into the "Catch 22" that the necessary research to do this is incomplete and to some extent always will be because of the uniqueness of each design problem. Alternatively one might argue for unnecessarily expensive flexibility in the form of larger

units or technical innovations to try to cover all the inconceivables.

Another approach might be to test at least the most contentious design issues against a representative group of future users of the environment in question, in our care, a seniors housing co-operative. Many researchers studying buildings after their occupancy have noted that the elderly have very definite opinions, self-insight and understanding of their own desired situations. (Carp 1976, Cranz 1977, Adams 1971) User involvement in the design process, as outlined in the next section, is one way to promote an active collaboration of design professionals, social scientists (or at least their equivalents in background reading), and those who will be affected by design decisions. Various experiences including the design of Stanley Knowles, suggest that the more appropriate question might be: "Why not involve seniors in designing their own housing?"

B. What is user participation in design?

Although the body of this report discusses and evaluates various techniques for user participation in design, this brief outline of some general characteristics of this method sets the framework for what follows and not incidentally answers some of the questions most likely to be asked at an early stage by dubious project sponsors and funding agencies. The rest of this discussion refers to the Architect and the design of seniors housing although it has applicability to a range of design professionals and environments.

From the point of view of groups sponsoring seniors housing, participatory design can be "an efficient way of understanding what people want, getting their suggestions, and securing community support for their projects". (Arrowstreet, 1976) The basic technique is to establish an ongoing, interactive dialogue

between the Architect and the future building residents or at least a representative surrogate group. The dialogue may assume a variety of forms and levels of intensity. Participatory design extends the traditional Architect - Client relationship in that the Client in the case of seniors housing is seldom the future user but is usually a sponsoring government agency, service club or religious group.

The major benefit to the Architect is filling the information gap inherent in the limited and generalized literature on seniors housing. The Architect is familiarized with user needs and decisions are not made in a vacuum. User participation does not intend to replace the Architect. "Experience indicates that when users are carefully prepared for the task, they are capable of projecting beginning designs, based on their own understandings of their needs and aspirations. Experience also indicates that when users do this, the professional designer's role is extended, not reduced. It is he (or she) who must then turn tentative impulses into full blown solutions, mediate contradictory interpretations of environmental purposes, and integrate all design inputs into a single cohesive proposal...(Arrowstreet, 1976)

To have any chance of success, user participation must overcome various constraints and establish certain pre-conditions:

- Traditional roles must be redefined. To maintain user commitment to the process, the project sponsor (assumed to be different from the users) must agree to share with the user group some of its control over design decisions. The Architect's role is also redefined and extended. New communications and community skills may have to be acquired to overcome

the mystique of professionalism. The terms of reference for the sponsor, users, and Architect should be clearly established and reviewed if required.

- Future users must be identified and encouraged. If the process is to have any validity, a representative group of future users or surrogates must be defined and identified. They may initially be intimidated by the design process and feel they have little to contribute but careful step-by-step preparation and encouragement can overcome this. There are many potential rewards in group cohesiveness, identification with the project, learning about design and building, and meshing individual and collective objectives. The program should of course respect the physical capabilities and time availability of the group members.

- Time, cost and physical constraints should be considered. Although user participation need not be especially costly or time-consuming, a more limited participation process may be appropriate if project cost, timing and site constraints are very severe. The focus would then be on identifying and responding to the most critical issues. Eliminating user participation may however be a false economy, the Architect and sponsor will still have to carry out some research and poor decisions may require costly modifications or repairs at a later date.

- All parties to the user participation process should have realistic expectations. Even users can make poor judgements and decisions made on paper may emerge to be less desirable in concrete reality. Certainly too, needs and perceptions of well-being will change over time in ways

that cannot all be taken into account. The process should however provide a more sensitive design response and a better understanding and commitment to the project. There is a clear need for post-occupancy follow-up and evaluation.

As to the nature of the results, the experience of the Arrowstreet Group in Boston seems to be borne out by other examples (Barker, 1976):

> There are clear instances in which participants' ideas have totally reshaped a design. In many other cases there is no way to trace precisely where ideas originate. Even where it is apparent that participants' ideas have had an important effect, it is not yet clear whether a new form language in architecture is emerging or even should emerge. One theory is that in participatory design, the single-purpose statement is less likely to result. Important antecedents can be seen in the ad hoc qualities of medieval towns, farmscapes, and folk art. On the other hand, it's not impossible for the participation of users to lead to monumental images. For most designers, the value of user participation is not to learn a new design language, but to learn to speak their own personal language more to the point, with deeper understanding. The environment is a medium for communication about values and needs. Novel, attention getting forms, like striking images in speech, have their place, but to communicate, they must exist in a setting composed of relatively familiar elements, in which users find reflections of themselves. (Arrowstreet, 1976)

C. Stanley Knowles Housing Co-operative

The Canadian Council of Retirees (CCR) is a national organization representing retired trade unionists within the framework of the Canadian Labour Congress. Its purpose is to advance the economic and social welfare of retired workers. The Ontario section of the CCR was founded in 1978 and the next year,

their housing committee started to work with the Labour Council Development Foundation (LCDF) in Toronto to identify possible sites and formulate guidelines for a seniors housing co-operative.

The CCR was attracted to the idea of sponsoring a housing co-operative because it represents an interesting alternative to meet the economic and social needs of senior citizens. Access to rent-geared-to-income programs can ease the financial burden for those surviving on limited funds. Seniors with modest incomes are also caught in the rising rental market or are finding it difficult to carry the expenses of homeownership. Though they may not qualify for publiclysponsored serious housing, their housing options are more limited than that of the working population. Moderate and stable co-operative housing charges are very attractive.

In addition, a co-operative can provide opportunities for active involvement in retirement years both in design and management of their own collective home. Members of the co-operative would normally make all housing decisions through their elected Board and committee structures. This form of organization also enhances the possibility of establishing responsive social and recreational activities within the co-operative community.

The co-operative Board was selected from the CCR membership in April 1980 and the co-operative was named after Canada's most senior and respected parliamentarian, Stanley Knowles. Initial project guidelines were then formulated with assistance from the LCDF:

- Demographic Mix: The group decided that it would like to develop a co-operative that is age-mixed, 2/3 of the units for over-55s and the remainder for younger members. Their intentions were: to dispel the image of an

"old folks home", to encourage positive interaction between the young and the elderly, to ensure that there would be a core of people to assist with co-op management, and to respond to the critical need for reasonably priced housing for all age groups.

- Location and built form: To take advantage of transportation, cultural, recreation and shopping facilities, the Board decided to look for a site in the City of Toronto recognizing that a high-rise form would probably result. This was preferred over the other alternative which was considered, a low-rise suburban site. This decision in part reflects the concerns of the very active and engaged "retirees" who make up the Board, some of whom are potential residents.

- Independent living: After discussing a range of service options including full medical facilities and extended care, the Board decided that it really wanted to serve the independent elderly in their own apartments. This group was considered most likely to appreciate the co-op concept and in any case, could design their own limited range of services in conjunction with local agencies. Various sites under consideration reinforced this decision as the number of units would not justify extensive service spaces under current funding formulas.

- Unit Mix: The Board felt very strongly that the building should not have any studio apartments and there should be a significant proportion of two-bedroom units in addition to the majority one-bedroom units and some of each type adapted for the disabled. The two-bedroom apartments were seen as especially important to satisfy a range of situations: a single parent with child, two unrelated adults, adults, married couples with

medical problems requiring separate rooms, a couple with an elderly relative, two adults and one child.

In the course of these early discussions, an air rights site with the potential for about 100 units became available above the North Toronto Public Library. This site was considered ideal, close to the subway, shopping and a wide range of community facilities. The presence of a strong seniors advocacy group confirmed the local need for additional accomodation. A recently published survey by the group revealed that 17% of the population of the area around the site is more than 65 compared to 12% of the total Metro Toronto area. It also confirmed the initial decisions of the Board and strongly recommended seniors participation in planning housing projects in the area. (HINTS, 1981)

A working committee was subsequently formed to include representatives of the library Board, City Planning Department staff, the seniors group, and the Board. The committee would help guide the project through an anticipated prolonged re-zoning and permit application process. Construction was initially scheduled for spring 1982, some 18 months after site negotiations commenced.

The long lead-in time suggested that the detailed design of Stanley Knowles Co-operative might be an appropriate case study for the participation of seniors. The Board was very open to the idea and it was felt that an expanded design committee which included more seniors from the area and contact with HINTS would increase both community support for the required re-zoning and the responsiveness of the design.

D. The Research Project Objectives and Responsibilities

An application was subsequently made to CMHC under the Part V research program for a small grant ($5000) to help develop a framework for the participation of seniors in the design of their own non-profit housing co-operative. The project was approved in June 1981 with the following specific objectives:

- to relate design needs to the aging process and reflect design changes which may be needed to accomodate an elderly population over time;
- to document a user participation process in the construction of accomodation for "seniors" in anticipation of its usefulness to other projects;
- to test the organizational structure of co-operative ownership as a technique for involvement of the consumer in design planning;
- to plan for the preparation of a handbook that will outline key issues and methodological considerations in designing housing with the elderly;
- to plan for a post-evaluation study designed and conducted with the residents of the co-operative one-year after occupancy to test assumptions made during the design process.

The research work was seen as a limited extension of the work normally done by the Architects, already selected for their experience in user participation, co-operatives and seniors accomodation, and the LCDF co-operative housing resource group. It was anticipated that additional time would be required to develop participatory techniques, to carry out site visits, to prepare models and sketch alternatives. Additional

inputs were to be minimized in order to demonstrate that user participation is readily achievable and need not be an onerous or expensive process.

A consultant, also an Architect with extensive community-based user participation experience was engaged to assist in the group process and to record and document the project results. Overall design responsibility clearly rested with the major architectural consultants who were also responsible for technical coordination, and construction documentation. The LCDF retained control for overall project development and coordination.

2. THE USER PARTICIPATION PROCESS

This section describes a relatively complete set of tools which can be used to generate a vocabulary through which the Architect and the future housing users can communicate about the project design. They can be applied to an extensive and iterative process from site selection through to preliminary design, detailed working drawings and construction. The Architect and the user learn from each other with the possibility of periodic referencing against larger groups.

The discussion focusses on process techniques drawing on the experience of designing Stanley Knowles Co-operative and integrating comments and suggestions made by the project participants. Occasionally, examples from other buildings have been included where the Knowles experience was not fully developed. Examples of design content have been selected to illustrate the process techniques, a complete exposition of design issues for serious co-oeprative housing would more properly be found in an extended manual or handbook. Some additional content material is found in the Appendices.

A. Committee Work

The Design Committee is the core of the user participation process. In the case of a housing co-operative, some or all of the Board members may wish to be part of the Design Committee. They may decide on the basis of their interest and workload, the size of the Board, and its representativity in terms of the future users of the building. In the Knowles case, all five Board members were seniors who wished to participate.

Five additional volunteers, three of whom considered themselves as potential residents, were identified through local seniors, union and service groups and included one wheelchair disabled woman and a representative of HINTS, the seniors advocacy group. In the case of a co-operative with a shorter development time, people who have already responded to the co-op marketing may be the major source of additional committee members. The Architect (40s, male) and the LCDF coordinator (30s, woman) were both considered to be part of the Design Committee to the extent that they would represent the biases of a younger population. (The research consultant intended to maintain a neutral stance and in any case would not necessarily be part of similar processes.)

Composition of the Board, Actual and Ideal Design Committees

	Board - 5		Design Committee - 12		Ideal Committee - 12	
Age	Women	Men	Women	Men	Women	Men
30 - 39	-	-	2	-	1 or (1)	
40 - 49	-	- 0%	-	1 42%	(1) or	1 33%
50 - 59	-	-	2	-	1	1
60 - 69	1	1 100%	2	1 58%	2	2 67%
70+	-	3	1	3	3	1
Totals	1	4	7	5	7	5

As can be seen in the above table, the Design Committee was very close to an ideal sample suited to the demographic mix decided upon for the building. The major skewing was due to the 3 male Board members over 70 so that the

composition ran contrary to the general demographic trend toward women living longer. It is unlikely that an ideal committee can easily be achieved but it is a valuable guideline for seeking new volunteers. To some extent too, it could always be argued that committee members are more active than most seniors and so have different needs. This points both to the necessity of checking decisions against larger groups and to the probable lack of engagement opportunities for seniors.

Once the Design Committee is established, it begins to meet with the Architect and a dialogue can be established. The success of this dialogue will depend very much on the quality of the Committee work. Fortunately in the case of co-operative housing, the resource group staff would normally be quite knowledgeable about group decision-making. Assuming this is true and in any case not pretending to substitute for the extensive materials available, some observations can be made:

- Group size: The participants all felt 12 was an ideal size which permitted the level of involvement they desired. This could vary somewhat if the group coordinator is able to ease the participation of less vocal members. Much larger groups should probably be subdivided. Some of the younger participants, including the younger elderly, were occasionally impatient with both the time older members sometimes required to absorb and respond to proposals and with what were perceived to be rigid positions. This was not a major problem and can easily be viewed as a learning opportunity and part of community-building.

- Responsibility: Although the Design Committee was formally an advisory body to the Board, in practice because of the Board members presence,

design decisions were reached by concensus, and formally approved at Board meetings. In this way the non-Board volunteers felt their contributions were valued and no real struggles emerged that could be characterized as Board/Committee splits. A lessresponsive and involved Board could run the risk of alienating its assistants.

- Organization: The participants were unanimous in requesting that meetings be carefully structured, regularly scheduled, short (1½ to 2 hours), be held in comfortable, well-lit surroundings, with coffee and tea provided if at all possible. Daytimes were preferred but the age mix and work schedules made this impossible. Many participants wanted information in advance of the meetings to review issues before making decisions and such materials could be mailed out with an agenda before each meeting. Meetings should be chaired and efficient while allowing everyone a chance to participate (democratic instincts are very strong). None of this is to suggest that the meetings cannot be fun and interesting, but socializing tended to be reserved for the times when the Committee adjourned to a pub or coffee shop.

At the first meeting, the research project and some of the tools for participation were discussed, and a brief project outline and a proposed schedule of the meetings was distributed. (See Appendix B and diagram below)
Three phases were planned:

1. Detailed Preliminary Design: 9 meetings over 6 months plus one evaluation session.
2. Final Design: 3 meetings over 2 months.
3. Working Drawings: 3 meetings over 2 months.

Stanley Knowles Cooperative - Design Process

BP/020881

Date	Resource Team Activities	Design Committee / Board	Larger Reference Group(s)
April '81	Phase I: Detailed Preliminary Design	1. Discuss Issues ① · decisions to date, the design process, "ethical" issues, mix	1. Issues to check against larger group/ questionnaire + slides/drawings. HUTT/C.C.R.
		2. Visits, slides, Photos · balconies, roof gardens, energy options, units	
		3. Discuss Issues ② · activity charts, overall unit design	
Sept. '81	Prepare Unit Plan sketches		
Oct. '81		4. Review of Unit Plans	
	Revise Unit Plans / Preliminary Costing		
		5. Review of Unit Plan Revisions	2. Review of Plans + Models HUTT/C.C.R.
Nov. '81		6. Visits, slides, Photos · amenity areas	
		7. Issues ④ / Review Amenity Areas	
Dec. '81	Revise Amenity Areas		
		8. Review Amenity Area Revisions	
Jan '82	Interim Report - Design Process		
		9. Evaluate Design Process / Draft Report	
April '82	Early Marketing?		
	Phase II Final Design	10. 11. 12. Issues ⑤/⑬/⑥ Additional Visits	3. Review Plan Details
June '82	Start Working Drawings		
	marketing		
	Phase III: Working Drawings	13. 14. 15. Final Decisions on Details of Colors, Finishes, Signage, Amenity + Unit Details, Design Review	4. Final Review With Future Residents FUTURE RESIDENTS?
Dec. '82	Start Construction		
	Final Report - Design Process		
June '83	OCCUPANCY		

The timing of each series of meetings was tied to the lengthy re-zoning and development process. In fact, the construction start was ultimately delayed several months to March 1983 and final decisions on colour, finishes, hardware and other decorating aspects will not be made until a larger group of future residents has been identified and is organized to participate in those decisions.

B. Defining Issues

There are so many decisions to be made in designing any building that some effort must be made to order and prioritize issues so that the Design Committee is not overwhelmed and so that the overall process can be monitored and controlled to some extent. Results of a user participation project in San Francisco suggest the following criteria to narrow the scope to a realistic number of design issues:

- "Relevance to the physical, social and psychological needs of users.
- Likely ignorance on the part of (nonelderly) architects.
- Ease of illustration.
- Possiblity of illumination through group discussion.
- Relative neglect in the architectural literature." (Hartman, 1976)

Generally, the two most critical issues would be site selection and establishing the preliminary building program. As already noted, the Board of the co-operative in consultation with the LCDF had already decided to focus its efforts on an urban air rights site. This complemented other decisions so that the building program was established. It can be broken down into its various components for discussion:

- size/form: 100+ units, high-rise.
- age mix: 67% of units reserved for over-55s, remainder for others.
- unit mix: 70% one-bedroom, 30% two-bedroom, 10% of all units to be adapted for disabled residents.
- lifestyle: support maximum independence of elderly residents in a co-operative community environment.

These decisions were confirmed by the Design Committee although it was decided to test out the age mix against larger groups particularly to define whether the 1/3 "others" should be adults only. The common amenity areas and services also required definition. A detailed list of outstanding issues for consideration by the Design Committee was generated by the project team based on earlier discussions with the Board, site constraints and the need to complete preliminary cost/feasibility studies. Keeping Hartman's criteria in mind, issues known to be contentious in the literature were also suggested and all were grouped into categories as follows:

1. Issues for Costing/"Critical" Issues
   - age mix (costs allowed per unit vary for seniors and family housing under CMHC guidelines)
   - uses of the library roof podium, landscaping, access
   - energy use options
   - parking and garbage disposal options (very tight site)
   - exterior private space, balconies or sun rooms.

2. Issues for Overall Unit Design
   - activity charts (programmed day method), life-cycling

- furnishability
- options for cooking and eating, formal and informal
- entering, windows
- circulation, privacy, storage and display, security
- size, separation of bedrooms in larger units.

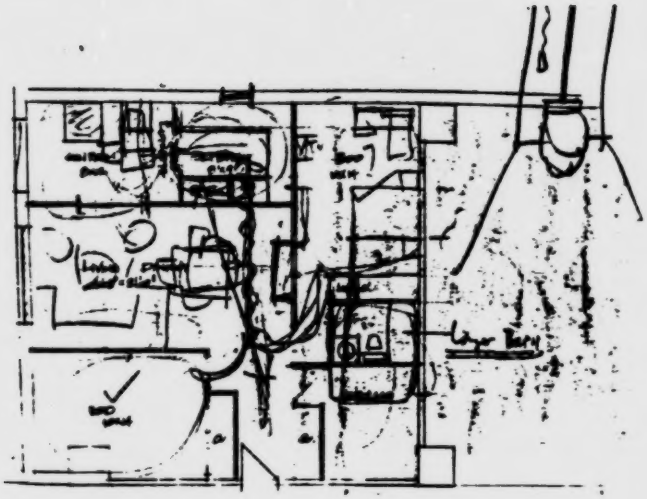
3. Issues for Detailed Unit Design
   - design details, physical capabilities especially kitchen, bathroom
   - finishes, fixtures, hardware.

4. Amenity and Service Areas
   - selection, distribution, planning
   - options: laundry, meeting room, office/reception, lounge, hospitality suite, etc.
   - design details.

5. Circulation Areas
   - entry, mail and parcel delivery, security
   - overall pattern, social interaction, elevator lobbies
   - communication systems
   - design details especially corridor inishes, lighting, railings.

6. Designing for the Disabled
   - units and overall suitability, barrier freedom
   - extended care options, possibilities.

This list can of course be adapted to particular projects and the level of detailed discussion around each will vary considerably.



The Design Committee process demands a lot of flexibility and creativity from the Architect who may find that it is necessary to modify and scribble over even long cherished design notions.

C. Developing a Vision - Site Visits

> There are many barriers to open communication on design issues. Most of the environment appears - like water to fish - to be an unchangeable fact of life. So the first challenge of participatory design is to open up possibilities for the way things might be. A second problem is to get through to people's deeper needs. Account must be taken of Freud's familiar division of experience onto two levels: an uncounscious, primary level, which finds expression in wishes, dreams, and emotional life; and a rational, secondary level, operative in purposive thought and action. People often talk about their environment only on the secondary level, but they are supported or denied by it on a primary level as well. (Arrowstreet, 1976)

In a group, communication on design issues can be enhanced by developing a common base of relevant environmental experience and sharing images and impressions from that experience. To accomplish this, three site visits were planned for the Design Committee although in practice the first visit combined a look at "critical" issues with a look at units and amenity areas, and the final visit to study details is still outstanding. Some guidelines can be drawn:

1. A building (or buildings) should be chosen which are similar to the building being designed. The objective is to give the Design Committee some idea of what might be possible in their own project. Expectations must not be raised to an unreasonable degree (or diminished, for that matter). Consequently, it is important to select a building which represents the concerns and resources of the group. In particular, the size of various spaces should be indicated as this is one of the most difficult things to relate to when later evaluating sketch plans.

Site visits were made to two housing co-operatives similar in scale and design to the proposed seniors building. Specific building components and units were visited and the Design Committee had the opportunity to meet with residents.

2. The visit should be directed to the extent that specific components under consideration are observed. Without direction to focus on these, they may not "see" aspects of the building which are critical and can have a significant impact on their own building. On the other hand, if there is time for a series of visits, the first ones may be more impressionistic allowing the participants to select out the items they consider important. The Knowles committee members also particularly appreciated the opportunity to visit with residents in their own units.

3. Ask visitors to record on a form their opinions about the components to which their attention has been directed. This form should be handed out in advance of the visit and could be discussed at an earlier committee meeting. It should be simple and non-directive. (Unfortunately the Knowles form was very lengthy and so non-directive that responses were limited.) Another alternative which might be tried is to assist visitors in taking pictures of things which interest them as a visual way of recording impressions.

4. Soon after the visit, a follow up session of the Design Committee could analyze slides and photos of the same visited building components which have already been commented on through the forms. Group response may differ from individual responses, which gives participants an opportunity to share their opinions and to arrive at a concensus.

5. Group decisions should then be retained for incorporation into design. It would help if the group could always meet in the same space where it is possible to post images, ideas, sketches, and checklists of criteria

The site visits were followed up with group discussions using slides to illustrate some of the building elements which were focussed on during the visit. In this case, the top slide is of a sunroom and the lower slide illustrates various balcony options.

for ready reference. Group members could also be encouraged to contribute images from buildings other than those visited. Meeting and wall space in a seniors centre might ideally encourage a broader input of ideas and publicize the developing co-operative. Although this was not possible during the design of Knowles, reference was still often made to the buildings visited in subsequent meetings.

Organizationally, site visits should take into account the possibly limited physical endurance of the participants. Two hours seems to be about the maximum reasonable time and an opportunity should be provided for sitting down and resting during the visit.

D. Issue Sheets and Sketches

Breaking the building design down into its various components for analysis is a technique that follows most directly from the "pattern language" first developed by Christopher Alexander. Sketches of potential solutions can help the Design Committee to deal with design issues.

Two methods were attempted. First, issue sheets were prepared by the Architect which analyzed each issue in terms of four aspects:

1. The Issue: named and defined.
2. Background: importance of the issue in the overall building context, technical data-ventilation and lighting requirements, required areas, relevant standards, structural constraints, significant activity patterns. Some of this information is best presented in the form of sketches.
3. Related Issues: security, disabled accessibility, social, psychological and aesthetic criteria, adjacent spaces, circulation.

4. Statements: suggested conclusions which might be drawn from analyzing the particular issue.

The participants then formed smaller work groups of 3 - 5 people to discuss each issue with assistance from the Architects. Each of the four aspects was considered and modified according to their concerns. Once the final set of statements were derived for each issue, the participants were asked to rate these on a scale from "desirable but not essential" to "must have". This information then became part of the rationale for the Architect's detailed design development of the building component in question and a potential reference for evaluating sketch proposals. This method was used primarily for common spaces and circulation areas.

At a later stage, sketch work sheets were prepared which analyzed various aspects of the unit designs. These were presented and explained at one meeting of the Design Committee and then taken back as individual "homework". The completed sheets (see Appendix C) were collected by the Architect who then assembled and summarized the results for the next committee meeting. Following group discussion and some clarificaiton, criteria for the unit designs were agreed upon including:

- an overwhelming preference for sun rooms over balconies
- a smaller stove and single sink were seen as an acceptable trade-off for more counter space
- a small eating space should be provided in the kitchen but formal dining requires a separate area in combination with the main living space
- a general preference for larger open flexible spaces

- separate bathrooms were preferred to en suite configurations
- preference for closets with lots of shelves and lighting.

There is still a lot of work to be done in refining and developing the issue sheets and sketches but they did provide valuable information for the Architect and reference points for design evaluation. Sketches should very clearly illustrate various options and a systematic recording of statements, decisions and criteria is essential. Even very preliminary illustrations were rendered more valuable by reference to the common experience of the site visits.

E. The Programmed Day

The "programmed day" is a chart and/or a questionnaire which analyzes the activities of a participants typical day by time and place. If she eats breakfast, where is it eaten? Is it a cooked or cold meal? How long does it take? Does she watch television while eating?

This method tries to ascertain typical activities in a typical day by grouping the participants' responses. It is most effective if strong activity patterns emerge which can then be discussed by the Design Committee and become additional criteria for design evaluation. For example, if television watching is an important leisure activity that usually takes place in the living room then a variety of furniture arrangements should be possible that permit day-time viewing without glare from natural lighting.

In the case of Knowles, a simple activity chart was filled in by each member of the Design Committee for both a typical weekday and a Saturday. The summary results basically confirmed the importance of the residential

PROJECT | USER TYPE NO | ACTIV. Y 2 | WORK SHEET 3 | DATE

ACTIVITY / TIME

Every day and every week is different in terms of my leisure hours. However, I do spend a fair amount of time at home.

SAT. SUN (occasionally out of town)

sleep

Jan–March TRY TO SKI ON SATURDAYS

Church 25% of Sundays if in city

Get up at nine
Bathroom
Kitchen Breakfast
Read Globe + Mail
Shop
Housecleaning
Home → Lunch ← Out Saturday
Relax at home

- Prepare dinner if having someone over.
Get dressed if going out.

Eat dinner

Maybe watch TV if at home alone (Bedroom)

Living room-Conversation if friend(s) visiting.

MON – FRIDAY

Bedroom - sleep
Clock radio alarm-Bathroom
Breakfast-Kitchen
Bathroom
Bedroom - dress
Lv 820 for work

Office 9–5

545–6:30
2× a week fitness class
2× " " shopping etc.
Make dinner
Eat dinner
2× week Read, paperwork, letters. Laundry
Telephone Wash hair.
1× week My children visit–drop in for dinner.
– Occasionally theatre
– visit friends
– Discussion Group
OR visit sister etc.
Bath
Read in bed.
sleep by 12–1230

6:00 7:00 8:00 9:00 11:00 12:00 NOON 3:00 4:00 7:00 8:00 9:00 12:00

4k-9

environment to the elderly who spend a lot of time at home. Reading, television viewing and telephone use were indicated as the major non-maintenance activities. A considerable amount of time was spent on food preparation and eating which underlined the importance already placed on kitchen counter size and having both informal and formal eating areas. The results also reinforced the view of the elderly as an active, independent group.

It is not clear that a more extensive procedure involving a questionnaire would have produced more detailed results. (See Beyer, 1963) This would require additional research. The method as used could be improved by asking each participant to record the results of one actual day and not try to imagine a "typical" day, by using a larger chart with room to indicate both activites and spaces, and by very carefully explaining the desired information and format. As this method is activity rather than space oriented, even the simple confirmation of information developed using other techniques can still be valuable and reasonable in terms of the time required to gather and analyze the information.

F. Review of Unit Plans and Models

This stage of user participation is perhaps closest to the traditional Architect/Client relationship. Preliminary unit plans are prepared by the Architect in an attempt to interpret the issues and criteria which have been jointly developed with the user. Very often several alternatives may be generated by giving different weight to various design elements.

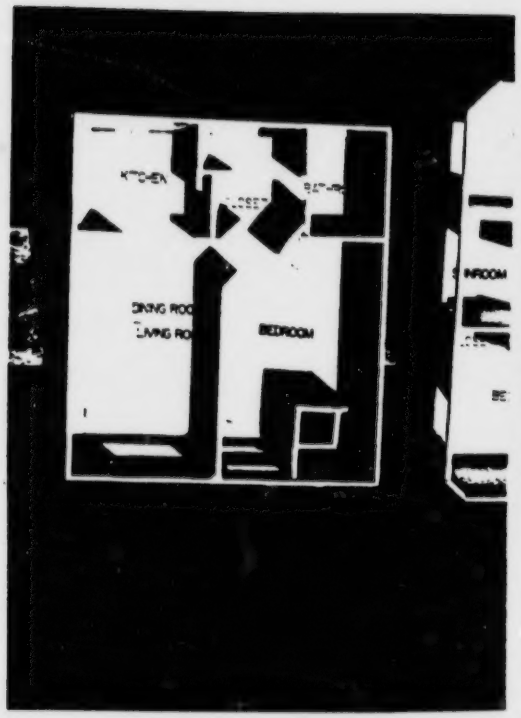
To facilitate understanding and group discussions, plans should be large

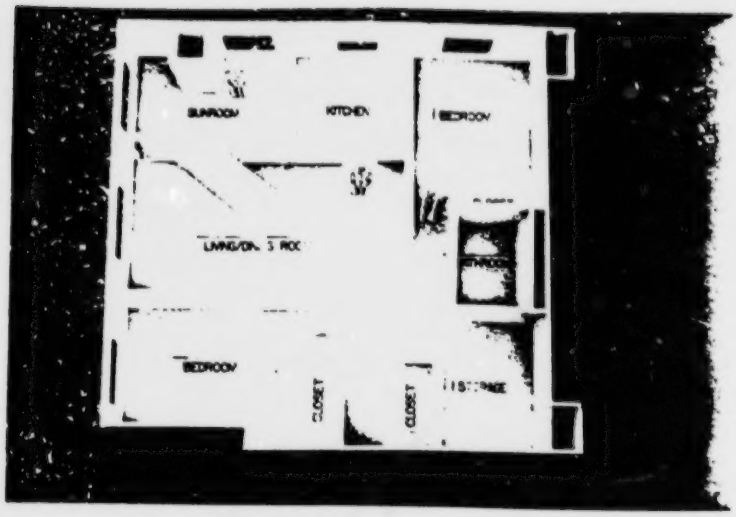
(1:25) and show furniture layouts. Alternative furniture arrangements may also be demonstrated using moveable cut-outs. Each plan should be presented by the Architect who can explain its rationale and some of the design decisions and trade-offs which the Committee might like to consider. At this point, the group members could decide to first consider the drawings individually at home, or they might proceed directly to a group discussion.

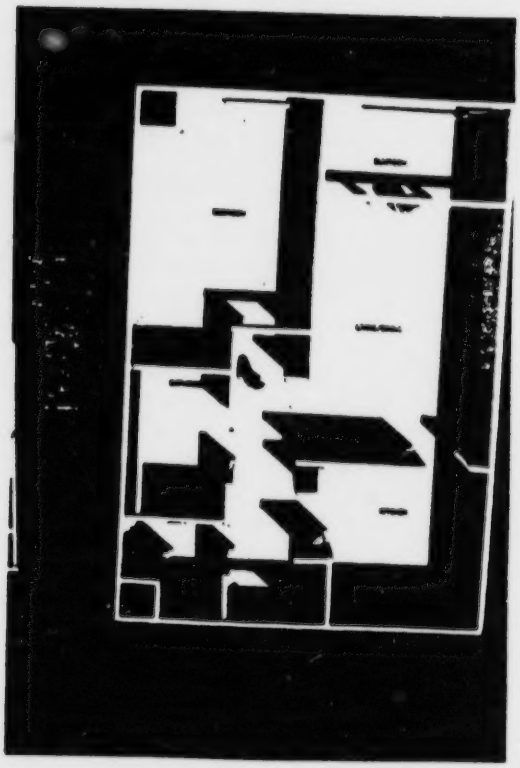
Simple and inexpensive cardboard or "foamcore" models are an extremely valuable complement to the sketch plans. Again, they should be furnished. The models make sense of three-dimensional relationships for people not used to reading plans. They also give a better idea of relative scale, the location of doors and window openings, and some feeling for the spaces. The actual size of the future spaces will still be difficult to imagine. Reference to spaces which were visited, and marking out actual room sizes can provide a better idea of the scale.

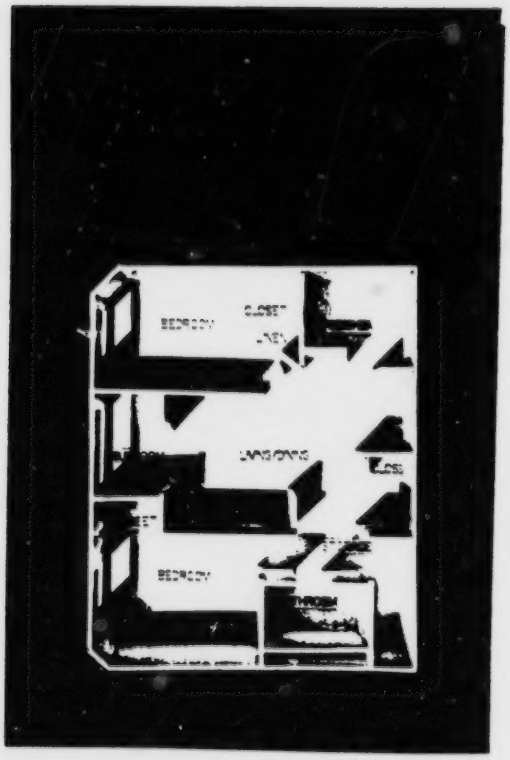
Even with very understandable drawings, models, and design criteria, it will be difficult to systematize the group discussion. Elements can be analyzed one by one but because design is essentially a wholistic process, new ideas, and reactions will be constantly generated in the course of working together. Criteria are modified or traded-off and sketches may go through a series of revisions. One of the keys to the process is the creativity and flexibility of the Architect who should be able to modify the plans and still retain a distinctive design imprint on the building.

Gradually, after the models have been cut up and glued back together again,







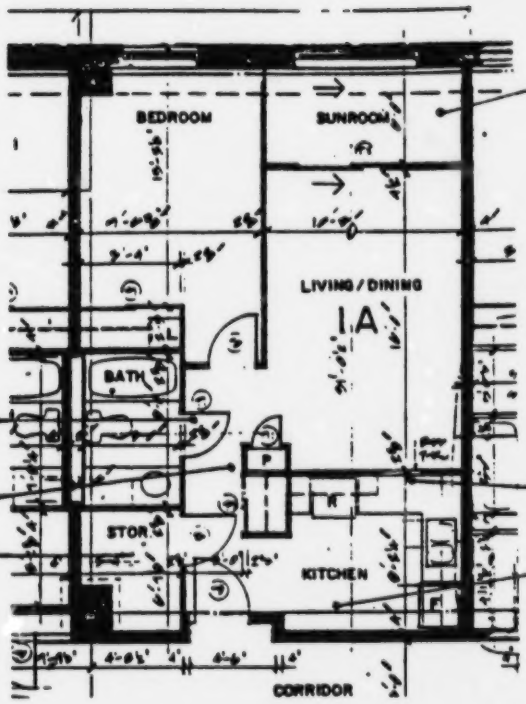


Simple and inexpensive "foam-core" models of one and two bedroom units were used to give a three-dimensional indication of design features and space layouts.

and the plans are scribbled over, the Committee and the Architect will agree that they have done their best to satisfy everyone and all the criteria. After one particularly intense session, the Architect for Knowles co-op asked all the participants to sign the final sketch plans. This was a symbolic gesture which pleased everyone, they felt the plans were their own.

Many ideas emerged from this process and these are illustrated in the unit plans which follow. Some of the most important unit plan features include:

- Larger units than minimum standards were generated because of the structural constraints of building over the existing library. These permitted more design and functional flexibility.
- The smallest one-bedroom units were least satisfying and as a result the wall dividing the living room and bedroom will be built without any services in it to facilitate possible removal and conversion to a studio unit.
- Two-thirds of the 2-bedroom units have separated bedrooms to accomodate a variety of potential occupants.
- Units for disabled elderly were considered in great detail. Kitchen cabinets, sliding closet and bathroom doors, and many lesser modifications are included.
- Kitchens in all units but one allow for a small eating area and pantries have been provided which can also serve double duty for dining room cutlery and crockery storage.
- Heating in each unit is to be electric with individual room thermostats, and walls between units are concrete block to minimize sound transmission. These were both major concerns of the Committee.



Sunroom can be used as study, greenhouse, work space. Flexible.

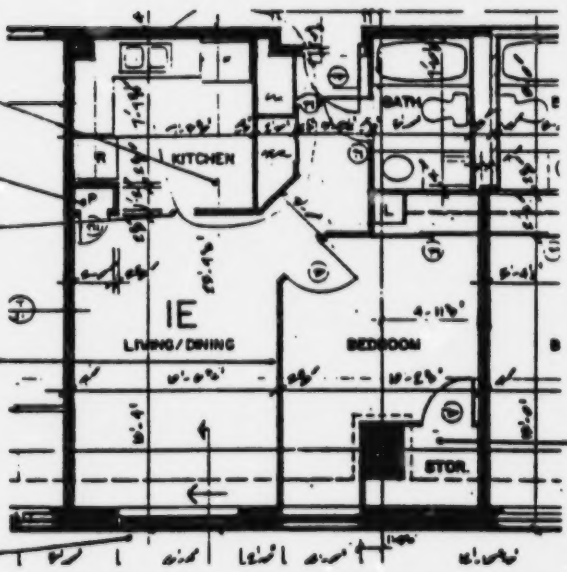
Bathroom door opens out for emergency access.

Built-in pantry/hutch.

Large in unit storage.

Pass-through

Small eating area.



Smalll eating area.

Built-in pantry/hutch.

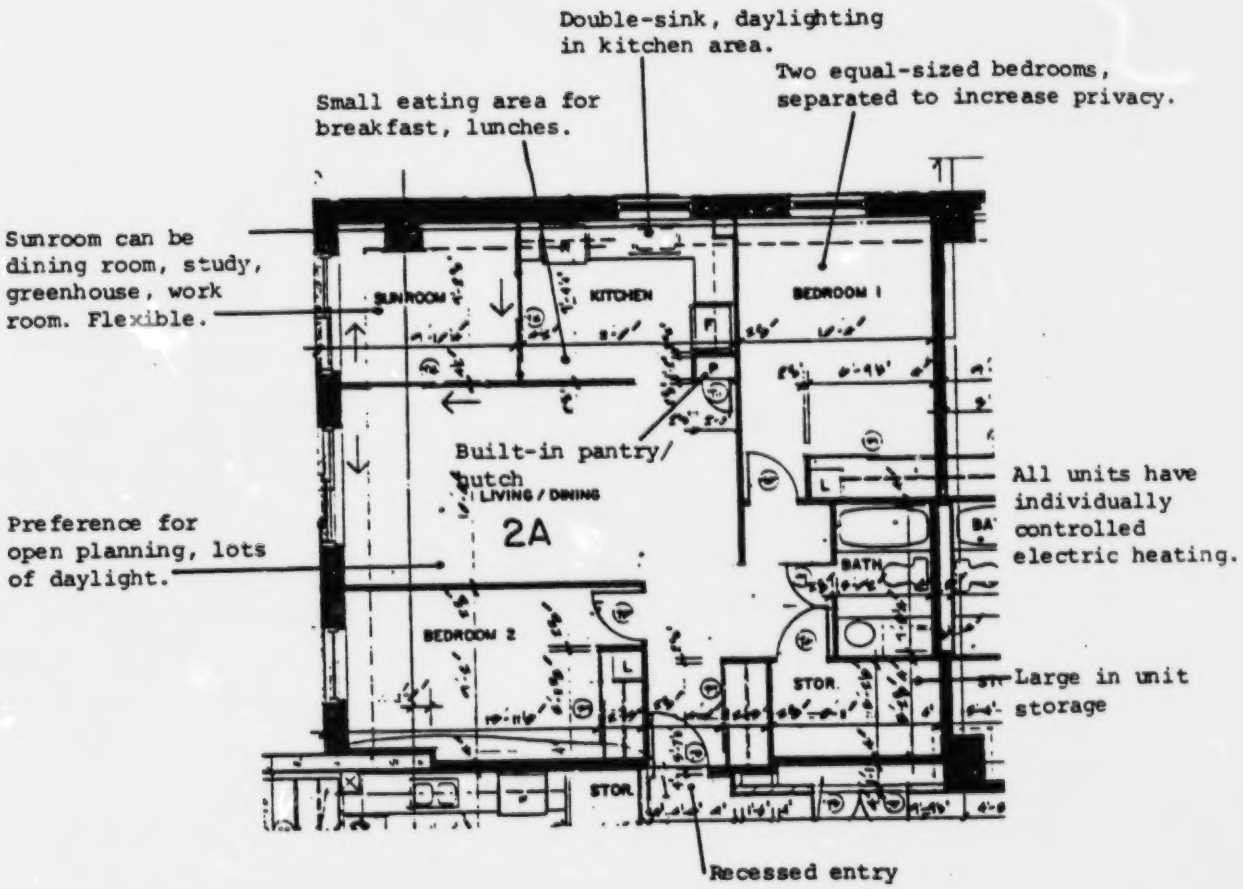
Open to living/dining and daylight.

Wall built with no services, easily removable if open planned studios desired.

Sliding glass door, "French" balcony.

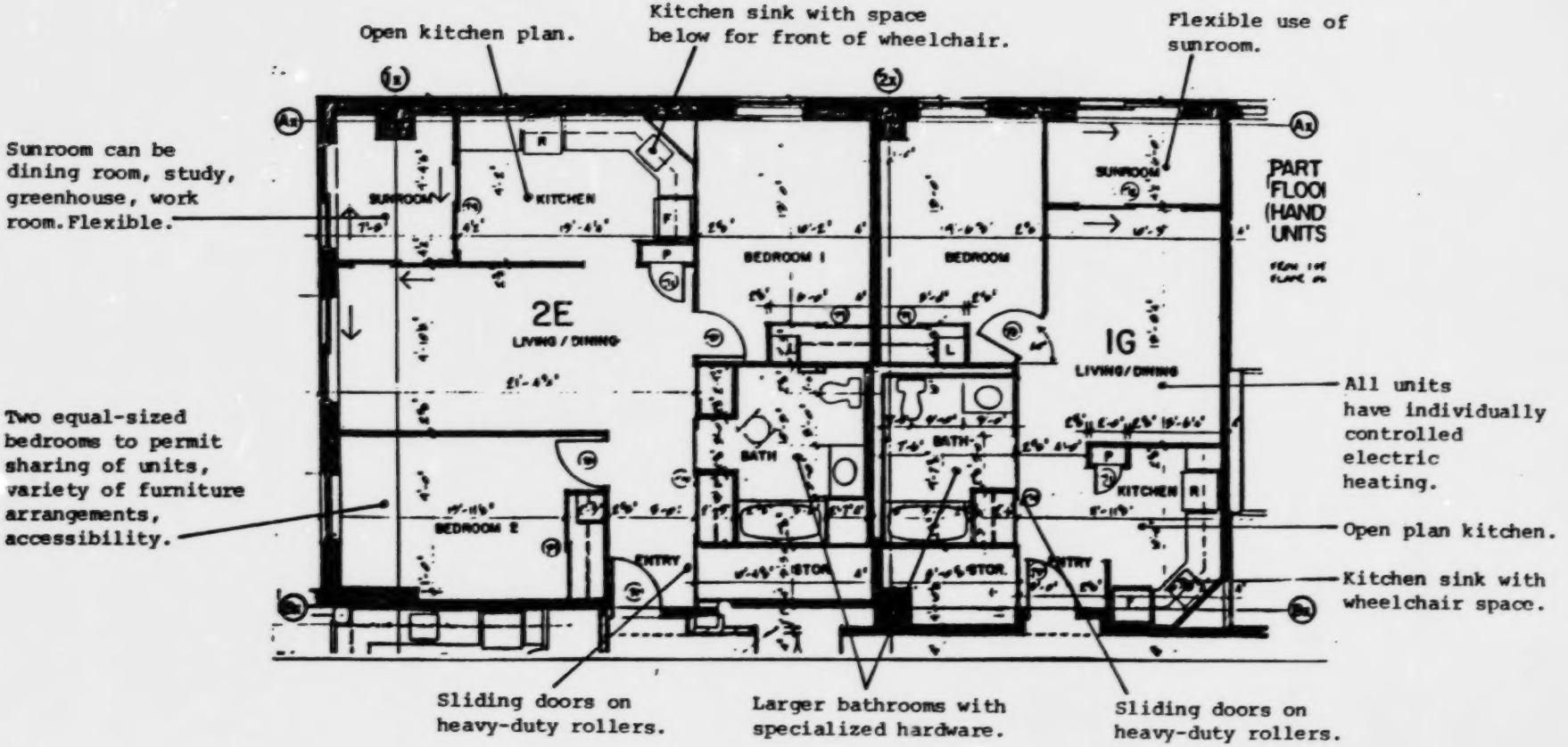
Large in unit storage.

One Bedroom Units: The variety of unit types available will allow greater flexibility in matching incomes to housing charges.



Two Bedroom Units:

Two-thirds of the two bedroom units were designed to encourage a variety of possible users: couples requiring separate bedrooms for medical reasons, singles sharing accomodation, a couple with an elderly relative. The remaining two bedroom units with one large and one small bedroom would be better suited for couples or single parents with one child.



Accessible Units: Five one bedroom and five two bedroom units (10% of the total) have been designed for wheelchair accessibility and use by the disabled. All other units and spaces are barrier-free.

G. Amenity and Circulation Areas

A similar process was followed for the amenity and circulation areas in the building except that models were not used. All final finish decisions have not yet been made and an additional site visit might be used to view further examples. These decisions (e.g. wall and carpet colours) will be made in consultation with groups of future co-op members who are being identified through the project "marketing" which has been keyed to the start of construction.

The most difficult initial decision was to select amenity area features that would enhance independent living and help build a co-operative community, while still meeting the project budget. The initial "shopping list" was long and could be grouped into two categories:

- Essential common areas: co-operative office and reception area, meeting room, laundry room, caretaker's suite, and landscaped outdoor area.

- Desirable areas: quiet lounge, crafts room, common kitchen, exercise room, and green house.

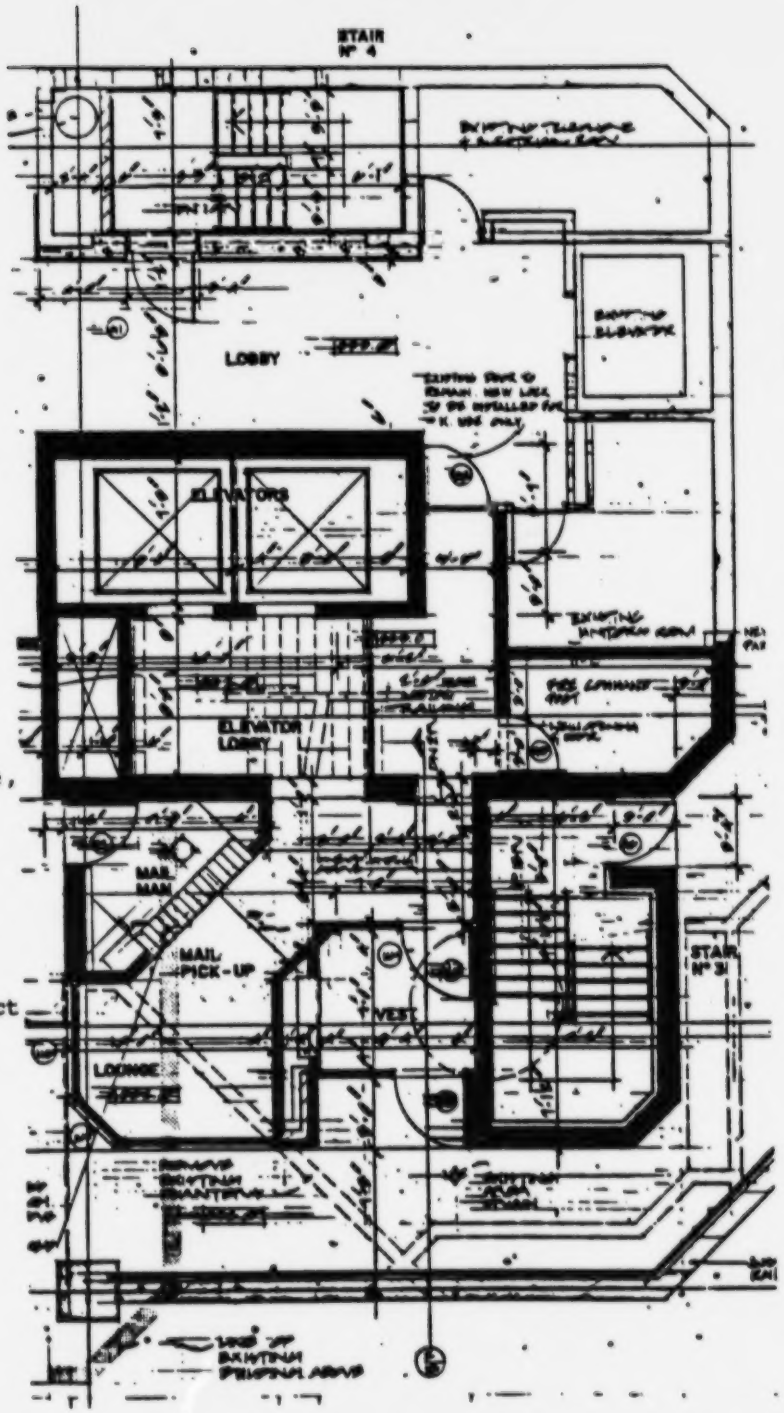
As it turned out, all of the essential areas have been included as well as the quiet lounge and a large kitchen that is related to both the meeting room and the lounge, and has the capacity to serve approximately 40 meals. In considering trade-offs against costs, the Design Committee realized that some of these activities could be combined into the same space, e.g. the meeting room can also accomodate parties and exercise classes, and that some activities are readily available in the community, notably a well-equipped but underused YMCA crafts workshop. It was also felt that

one of the units on the main co-op floor could eventually be converted to a medical office and/or hospitality room if there was ever a strong need for these services.

The location of the amenity areas was also subject to considerable discussion. At an early stage they were divided between the main co-op floor, which is actually the fourth floor above grade, and a penthouse area on the roof. To keep costs down, all the facilities have been located on a slightly enlarged main floor where it is felt that the proximity of the laundry to other common areas will be more secure and encourage social interaction. (Also see the amenity floor layout which follows.)

The circulation areas were designed to include some of the following features:

- Main entry: separate from library to maintain security and identity, wheelchair accessibility, minimal "taxi-waiting" area to discourage watching people come in and out of the building.
- Mail room: a request to locate on the main co-op floor was refused by postal authorities. Location at grade is less secure, less bath-robe accessible, and less likely to encourage socialization, all of which were desired by the Design Committee.
- Hallways: corridors are very short, unit doors are recessed and each has an individual wall-mounted light to encourage a home-like feeling, minimal flouresoent lighting, natural lighting and bench in elevator lobbies to create a small meeting place, and each floor will have its own wall and floor colours to assist identification.



Library entry.

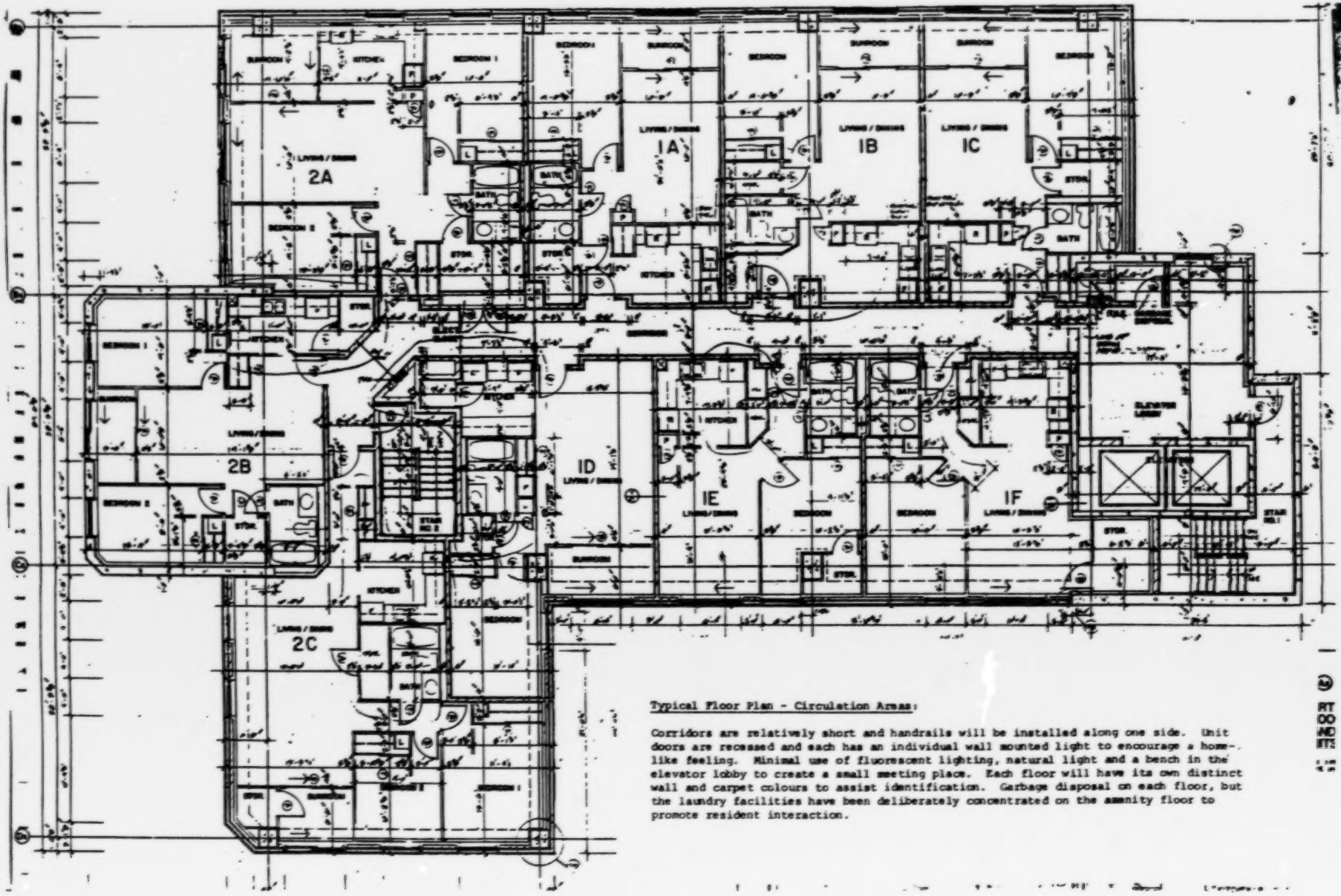
Co-op entry.

Request to locate mail boxes on main floor refused by Post Office. Grade location less secure, less bath-robe accessible, less likely to assist social contacts.

Call boxes to contact residents, control entry.

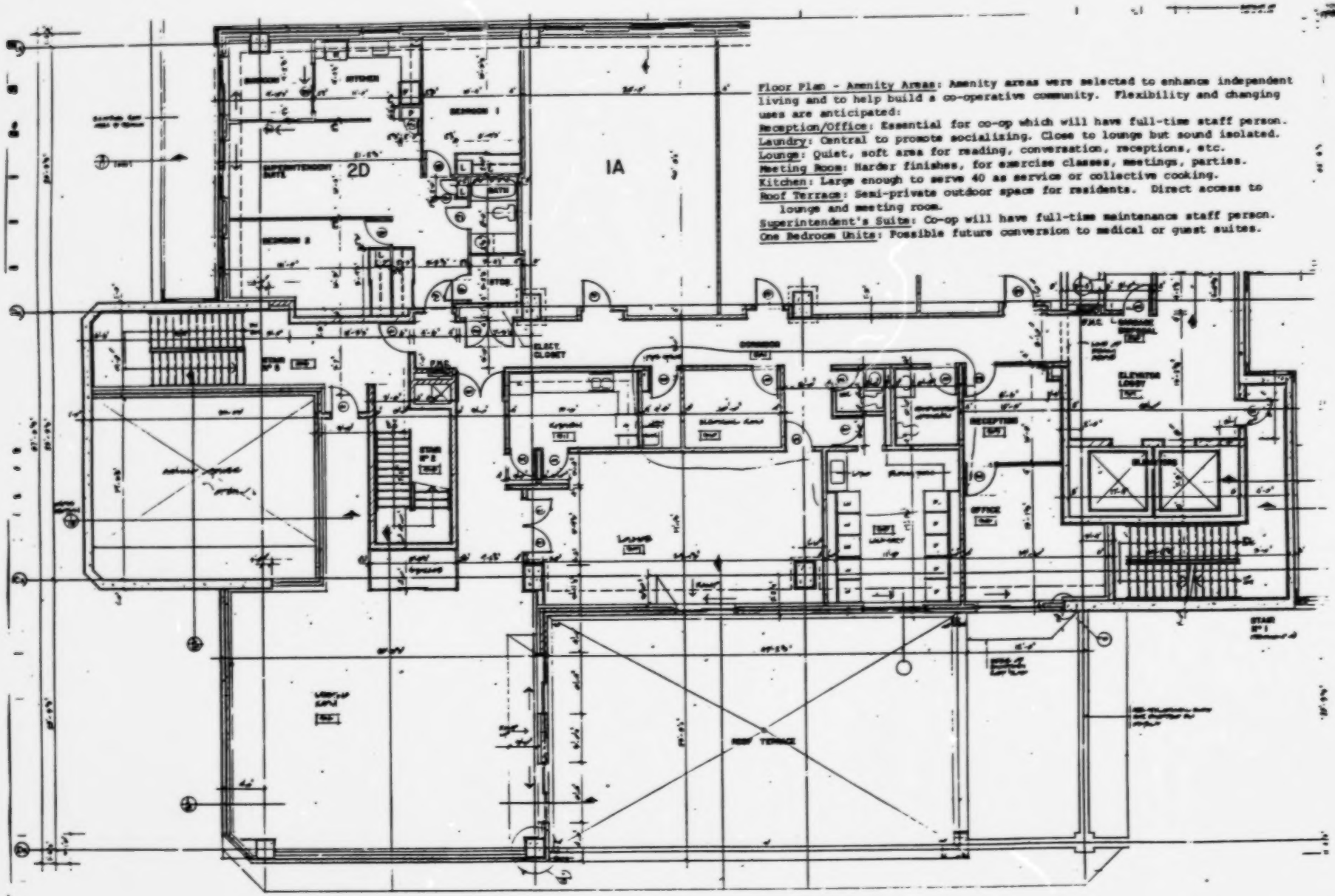
Deliberately small taxi-waiting area.

The Main Entry: Deliberately separated from the library to maintain security and identity. The entry is wheelchair accessible form grade.



Typical Floor Plan - Circulation Areas:

Corridors are relatively short and handrails will be installed along one side. Unit doors are recessed and each has an individual wall mounted light to encourage a home-like feeling. Minimal use of fluorescent lighting, natural light and a bench in the elevator lobby to create a small meeting place. Each floor will have its own distinct wall and carpet colours to assist identification. Garbage disposal on each floor, but the laundry facilities have been deliberately concentrated on the amenity floor to promote resident interaction.



Floor Plan - Amenity Areas: Amenity areas were selected to enhance independent living and to help build a co-operative community. Flexibility and changing uses are anticipated:

Reception/Office: Essential for co-op which will have full-time staff person.

Laundry: Central to promote socializing. Close to lounge but sound isolated.

Lounge: Quiet, soft area for reading, conversation, receptions, etc.

Meeting Room: Harder finishes, for exercise classes, meetings, parties.

Kitchen: Large enough to serve 40 as service or collective cooking.

Roof Terrace: Semi-private outdoor space for residents. Direct access to lounge and meeting room.

Superintendent's Suite: Co-op will have full-time maintenance staff person.

One Bedroom Units: Possible future conversion to medical or guest suites.

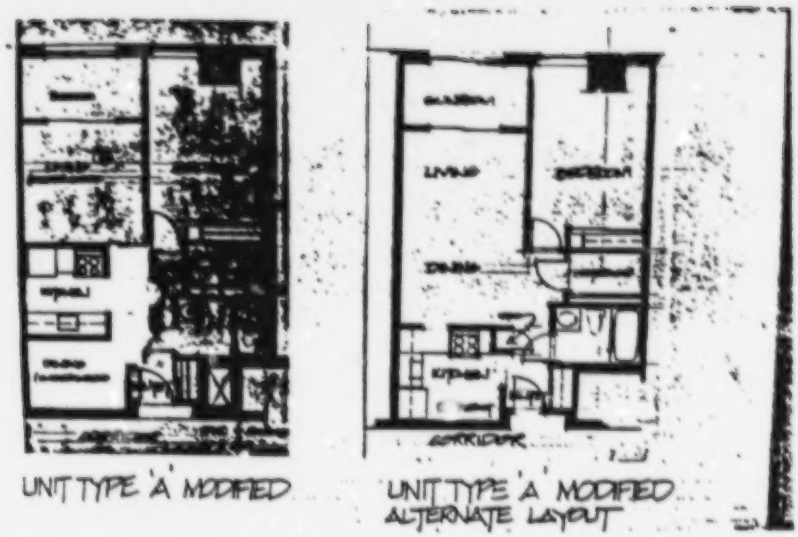
H. Cross-Referencing with Larger Groups

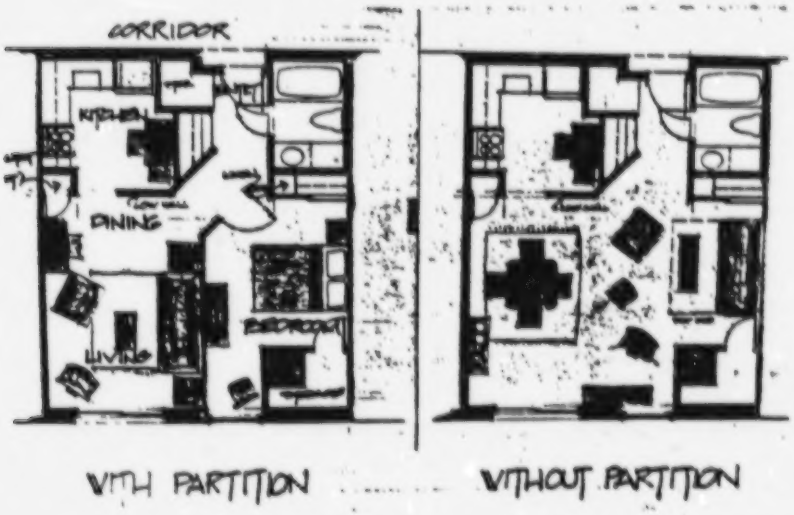
Although it was originally planned to refer to larger groups on four occasions, only one set of critical design, unit plan and amenity issues was tested out in this way. These were primarily issues about which the Design Committee felt strongly but had some indication that they might be contentious especially in relation to CMHC which ultimately had to approve the plans and project budget.

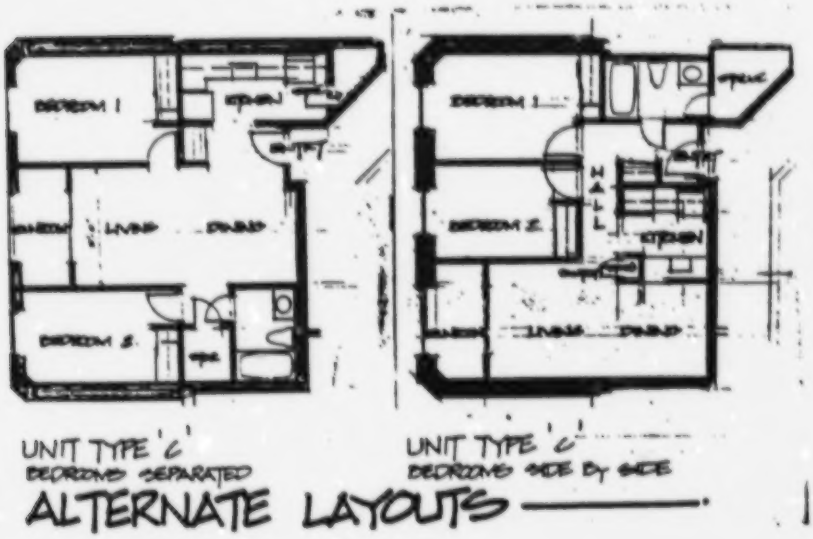
Meetings were organized with two groups to discuss the same set of issues. The first was attended by 16 members of the CCR housing committee and the second, held at a church only a few blocks from the site, was attended by 34 members of HINTS. Slides were presented illustrating various options and directing the discussion. Again, it was found that the images must be very clear and isolate the variable under consideration. If options are being compared, the images must be of constant quality. A beautifully decorated sun room cannot fairly be contrasted to a stark balcony being used for household storage. It is also difficult to compare sketches with photographs of actual buildings and if at all possible, both (or more) options should appear on the screen at the same time.

Not too many issues should be discussed, and the groups appeared to enjoy the one hour sessions. Following suggestions from the first session, a simple form was handed out at the second one so that people could more easily indicate their responses. Notes were also kept of verbal comments at both sessions.

A similar effort in San Francisco (Hartman, 1976) and the research consultant's previous experiences in Montreal suggest that this method can be used to canvass a broad base of opinions. Special small group







ALTERNATE LAYOUTS

Slides were used to check out Design Commitee decisions with larger reference groups. The top slide illustrated alternative kitchen, dining and living room shemes, the middle slide raised the issue of one bedroom vs. studio units, and the bottom slide opened discussion on the two bedroom units.

(10 - 20 people) sessions can easily be arranged with the support of local religious, service, and seniors organizations, or they can be held in conjunction with regularly scheduled events. With more experience, it quickly becomes evident which images do not work and need be replaced, the group animator learns how to present the issues and provoke discussion without pre-determining the results, and of course, the sample becomes more representative. Incidentally, this process also helps publicize the emerging co-operative.

The CCR and HINTS meetings confirmed that:

- the building should be age-mixed with a preference for older children or adults only among the non-seniors.
- separate kitchens and combined living-dining rooms were preferred as promoting openness.
- studio apartments were not desirable and 1-bedroom units were clearly preferable: more privacy, don't have to clean up every day, easier to entertain visitors.
- the HINTS group felt more strongly about providing a medical office than did the Design Committee.

This type of larger group process will be used to decide about colours and finishes in combination with the orientation program for potential co-op members who will be identified during the construction period.

I. Design Committee Evaluation

Members of the Design Committee were asked to assist in the project evaluation primarily because of its research focus, although the relative inexperience with user participation suggests that other design teams may wish to conduct

similar evaluations. A questionnaire (see Appendix D) was distributed and filled out by all the participants but one who was very ill at the time. Ideally, the results would have been summarized for group discussion but time constraints and the generally consistent responses reduced the urgency for this procedure.

The participants took their role and responses to the questionnaire quite seriously and many of their comments have been integrated into the discussion of user participation techniques. Areas of follow-up research were also suggested. (see Section D below)

Some of their comments:

- The participants learned a lot by participating not only about seniors housing and the design process, but also about working in groups and the needs of the disabled.
- Except for the youngest participant, they did not feel they needed much more information and would have preferred more site visits to lectures on aging.
- They generally felt that decisions were well thought out and that they had adequate opportunities to contribute to the design which was done by the Architect.
- They thought a follow up study would be useful for future projects but did not think it would help Stanley Knowles co-op although a co-op committee could help with it.

3. PROJECT EVALUATION

This section provides a brief evaluation of the research project in terms of its objectives. Some tentative conclusions are drawn about the user participation process that complement those already included in the main body of the text and illustrations. Particular attention is paid to those features of Stanley Knowles co-operative that will accomodate an elderly population over time.

Co-operative ownership is then considered as a basis for user involvement in design and the clear need for more detailed study and a handbook for participatory design of seniors housing is outlined. The section concludes with some ideas for follow-up evaluative studies.

A. The Framework for User Participation

If the "proof is in the pudding" then it is too soon to evaluate the results of the user participation process. Ultimately this will depend on the reaction and satisfaction (or dissatisfaction) of the future residents and the effect that living in Stanley Knowles may have on their well-being. The design although well thought out does not present any very radical alternatives and certainly the visual image of the building has been restrained to match the library's institutional style. This is not surprising and hopefully the building will match the expectation of being a familiar but challenging and accomodating environment for independent living in a co-operative community context.

Recognizing particularly that the needs of the elderly are likely to change over time, a variety of design elements which respond to these changes have been considered:

- age mixing in addition to providing a stimulating variety of social contacts, will provide long-term residential security and younger people to assist with possibly more demanding maintenance and organizational tasks.
- the variety of unit types can accomodate different and changing life circumstances including severely decreased physical capabilities in the units for the disabled.
- amenity spaces can be used flexibly to provide limited meal services, space for preventative medical programs, and other services which the residents themselves may design.
- with funding assistance, units on the main co-op level could be adapted to provide varying levels of medical or guest room services if these are desired.
- many details accomodate changing physical capabilities: handrails in hallways, some grab bars in all units, "telephone"-type showers, wheelchair accessibility throughout the building.

Again, the success of these adaptive features will have to be evaluated over a longer time period and may depend very much on management responsiveness.

As for the user participation process itself, most recommendations and results have already been incorporated into the text. It is a relatively new and as yet unconsolidated methodology and two difficulties can be highlighted which reflect in part the science/art configuration of any design process:

1. It is difficult to integrate scientific data and the results of other similar experiments into the participatory process. Younger members of mixed age committees may especially need more behavioural and

sociological background which could be included in more refined design issue sheets and sketches. The participatory give and take may then present a more developed set of data for the design team. In any case more scientific and participatory research is required.

2. Greater efforts should be made to systematically monitor concerns and environmental criteria as they are developed. This was not done in the Knowles case and althought the most important ideas have obviously been integrated into the design, it is difficult to determine whether any have been left out.

It would also be presumptuous to suggest that this one experiment exhausted the whole range of user participation techniques. The "travelling slide show" could be carried further as a broadcast survey method, and image building could be extended with participant photography. Generally more expensive techniques such as full-scale mock-ups, video simulations, detailed series of perspective sketches, and more developed model kits might all be explored.

Organizationally, because the Board, Architect, Design Committee and resource group all remained committed to the participatory process and the research project so that role and responsibility conflicts did not arise. Although the research consultant sometimes intervened to raise questions and help direct the flow of the meetings, on the basis of this one experience, it is too early to say whether a participation consultant with experience in seniors housing is essential to the process. This will depend very much on the experience of the Architect and the resource group. Typically, the former have very little participation experience and the latter may have only limited knowledge of housing for older people. The development

of a more detailed handbook may eventually enable most architects and resource groups or other seniors housing sponsors to proceed on their own.

Although complete records were not kept and some costs are attributable to one-time research expenses, it would appear that any additional costs for user participation are not terribly significant in relationship to development costs. In the case of co-ops, most architects would anticipate at least some meetings with the Board and some revisions to preliminary drawings. The additional work for a more involved process is estimated at 100 to 200 hours of architectural time and 50 to 100 hours of consultant time at a total cost of $5000 to $10,000 which is relatively small compared to the over $5,000,000 capital cost of Stanley Knowles co-operative.

In short, a preliminary framework for the participation of seniors in the design of their own housing co-operative has been developed. As to its value, we can quote from the design committee evaluations. When asked, "If someone were to ask me about the building, I would tell them that...", one participant responded "all those who come to live in it will speak with pride when they tell their friends where they live", and another simply added "it will be a beautiful place to live".

B. Co-operative Ownership as a Basis for User Involvement in Design

Although this report has been written so that it can be used by a variety of willing seniors housing sponsors, the Knowles experience suggests that co-operative ownership has some unique advantages for user involvement in design. Put very simply, housing co-ops are democratic organizations run by the members, normally all resident adults over 18, on a one member,

one vote basis. Executive power resides in the Board which is elected by the members and subject to the will of general members meetings. Social, maintenance, finance and other committees may be established to assist the Board and a co-op as large as Knowles would normally have a superintendent, and a coordinator with management and community development responsibilities.

This form of organization is oriented towards participation and one of the major tasks of an initiating Board and the resource group is to start developing the co-operative community. The Board is likely to be very interested in a design process that will help acquaint people with the co-op idea and with each other, and any Board/Design Committee conflicts become an opportunity to establish concensus-building mechanisms. In the case of a seniors housing co-op with the goal of achieving independent living in a supportive environment, working together will encourage a better understanding of one another's capabilities and the concerns of different age groups.

In practice, many resource groups have long required their architectural consultants to work with co-op Boards, which may be more or less representative of the future residents. This is typically a less involved process than described here, design criteria are often not developed together, and the process does not usually extend to the wider population of future residents. One of the reasons for this is the long development time required for housing construction, anywhere from 12 to 30 months or more once a site has been identified. Design typically occurs before the existence of the co-op is announced and before member education and selection begin.

To take advantage of user participation in design as one element of co-op education, it may be necessary to identify future members earlier using, for example, waiting lists of nearby co-ops or other seniors housing projects. In this case, the possibilities of long delays and disappointment related to re-zoning, permit applications, or other unpredictables should be explained. It should also be noted that because the education of members to management responsibilities can be very extensive and time consuming, not all members need be involved in design. Some can help fill out the Design Committee and periodic reference can be made to larger member groups as they are identified.

In addition to the major benefit of complementary design and member education efforts, co-op ownership and development can have other advantages:

- The group decision-making skills normally provided and developed by the resource group are necessary and available.
- The participation process can logically and easily be extended into the ongoing management of the co-op, including design evaluation and the use and modificaiton of units and amenity spaces.
- The cohesiveness of the co-op will also make it a more effective voice in working with local seniors agencies, and in encouraging and developing new services.
- Generally, staff assistance is available which is hired by and responsive to the needs of co-op members.

Fianlly, there are two features of the present co-operative housing program that can constrain the user participation process:

- Maximum Unit Prices for seniors housing do not easily permit a great deal of design flexibility and this may frustrate the process, or at

least limit the range of options.

- Construction management which might afford some additional flexibility to negotiate changes, e.g. after the first units are near completion and have been inspected by the Design Committee, or to save finish decisions until the very last moment, is normally not permitted as fixed price contracts are preferred.

C. A Handbook?

Certainly the availability of a handbook that combined suggestions and descriptions of user participation techniques with more detailed behavioural, sociological and design information would have relieved the research team for this project of the necessity of piecing all these pieces together. It would also make this type of procedure much more accessible to Architects, resource groups and seniors housing sponsors with less experience who would still like to produce good housing.

If we allow that this approach will indeed ultimately produce a more responsive environment that adds to the residents' well-being and that there is likely to be an increasing demand for seniors accomodation, then a design handbook could be very useful.

The outline for this handbook would be very much like the table of contents for this report, with the following significant additions:

1. A much more extensive and detailed series of issue sheets covering a wide range of building components, images, and criteria which integrate physical, psychological and social needs. A similar effort by the New York Office of Planning Services also attempted to connect building qualities with behavioral information. "For instance, an

accessible environment is talked about not only in terms of architectural barriers but in terms of the importance of socialization to counter elderly tendencies towards withdrawal, opening up opportunities in creative use of leisure time, and in easing problems of dislocation." (Liebman, 1974)

2. A brief literature review of the physical, psychological and sociological aspects of aging would complement the extended issue sheets and be available for Design Committee members and other participants who desired this type of consolidated information.
3. A small number of very carefully selected design and building case studies which either illustrate the potential for user participation and/or the integration of behavioral considerations into the design of seniors housing.

The usefulness of this handbook could be extended to a wide audience. The user participation process has applicability to many design settings particularly family housing, institutional and community facilities. In these cases, designers will have to develop their own content material. Alternatively, the background and design content information can be used by any seniors housing sponsor even if they are not convinced about or unable to carry out a user participation process. This "hard" information could also be extended to cover a range of independent living and service options.

To increase the useability and flexibility of the handbook, a three-ring binder format should be considered. This will permit questionnaires, issue sheets and background information to be easily removed, modified if necessary and copied for use of the participants in the design process.

New information, case studies, and bibliographies could periodically be added and superseded elements could be discarded.

D. Planning for Post-Occupancy Evaluation

Although it has already been indicated that some sort of post-occupancy evaluation is required to assesss the value of the user participation process and the reaction to significant design decisions, it is premature and beyond the scope of this report to propose a detailed research design. Instead, some of the major analytical and practical difficulties are pointed out, some tentative procedural suggestions are made, and areas for evaluation are listed. Final research design will depend, among other things, on project timing, funding, openness of the Board and membership to different levels of intervention, and the availability of control and comparison populations.

Evaluation of both existing and new environments is as recent as the general interest of the behavioral sciences in environments and as a result, methodological approaches are not yet very well developed. The research design should take into consideration that:

- Resident well-being is linked to demographic and personality factors, general life satisfaction and housing satisfaction (Cranz, 1977) in a very complex way and the last factor probably includes both human factors (i.e. friendships, social environment, management, institutional supports) and physical design aspects. It is very difficult to isolate particular causal relationships.
- The timing of the evaluation may significantly affect the results and resident satisfaction can be expected to change over time. (Brody 1976,

Kleban 1976, Carp 1976) Waiting at least a year may help get past both initial adjustment problems which are often displayed and also supersede the usual rush of co-op enthusiasm. Methods that are easily replicated and permit evaluation every few years might also be considered.

- It may be necessary to establish control groups of people who do not move and of people who move into other situations. This could help isolate neighborhood factors or even issues such as age-mixing if for example a nearby all-seniors building presently under construction were considered.

Uncertainty as to which single research method might be the "best" suggests that a variety of instruments be utilized trying particularly to develop ones which can be administered by the co-op and/or are reasonably inexpensive. These might include:

- Recording responses of people visiting model suites, possibly conducting a short interview or administering a brief questionnaire. Following up those who indicated initial interest but then decided not to move in to the co-op. Why not? Were there design faults?
- Membership interviews and application forms could be structured to get background information for later studies. Where do people live? What do they like or not like about their present situation? Why do they want to move? Detailed demographics, health situation.
- Questionnaires administered individually and in group discussion. Again, questions might be framed in different ways due to the uncertainty about what will work, including: "ratings of overall satisfaction, open-ended questions regarding ways (Knowles) was better or worse than expected and about its best and worst features, as well as what might be changed to improve it and how future facilities could be made even

better, and some queries about specific features". (Carp, 1976)

- Observing and recording the behavior of residents including requests made to the co-op office and maintenance staff; visiting units to verify modifications, decoration, furniture arrangement and use of space; and monitoring activity in common areas and circulation spaces.

The most significant issues for evaluation have already been highlighted in the text and include: age mixing, adaptability to an aging population, unit layouts particularly sun rooms, cooking and eating arrangements, amenity area selection and modification, personal security concerns, disabled unit features, use of 2-bedroom units, heating and sound insulation options.

If a satisfactory methodology can be developed to get at these issues, then it may be possible to determine in a general way whether the user participation process had a positive impact on the well-being of the residents and whether it is an experience worth further experimentation. At the very least, it can be anticipated that some general guidelines will be confirmed and that study conclusions can be used to enhance the co-operative's operations and to suggest realizable physical modifications if required.

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APPENDIX B: First Meeting Handout

and

Project Schedule

Design Research Project Objectives:

The Labour Council Development Education Foundation has received a grant from Canada Mortgage and Housing Corporation to carry out a design research project for the Stanley Knowles Housing Cooperative. The objectives of this project are as follows:

- to develop a framework for the participation of seniors in the design of their own housing environment;
- to relate design needs to the aging process and reflect design changes over time which may be needed to accomodate an aging population;
- to test the organizational structure of cooperative ownership as a basis for involvement of the consumer in design;
- to document the user participation process in anticipation of its usefulness to other projects;
- to plan for the preparation of a handbook on designing housing with the elderly;
- to plan for a post-evaluation study to be conducted with the residents one year after occupancy.

Design Issues:

Many issues must be taken into account in the design of Stanley Knowles Cooperative even though some of these are constrained by its unusal site - above an existing library. Initially the following groups of issues will be considered:

1. Issues for Costing/"Critical" Issues
   - social and unit mix
   - balconies or sun rooms
   - podium uses/landscaping
   - energy use options
   - parking and garbage disposal
2. Issues for Overall Unit Design
   - activity charts (programmed day method), life-cycling
   - furnishability
   - options for eating - formal, informal
   - circulation, privacy, storage and display, security
   - entering, windows
3. Issues for Detailed Unit Design
   - design details, physical capabilities
   - finishes, fixtures, hardware
4. Amenity Areas
   - overall selection, disribution, planning
   - design details
5. Circulation Areas
   - overall pattern, social interaction
   - communication system
   - design details

6. Designing for the Disabled

   - units and overall suitability
   - extended care options, possibilities
   - barrier freedom

Tools for Participation in Design:

A design committee has been established to reflect the concerns of the future users of the building. This group includes a number of non-seniors in line with an initial decision of the Stanley Knowles Board that seniors housing is best if a veriety of ages are mixed together. A 2/3 seniors, 1/3 others mix has been adopted, anticipating that the others will not be oriented towards young families.

The committee will report to the Board and the following design activities will be considered:

1. Discussion of design issues and patterns or components.
2. Visits to other similar buildings to develop a common reference base and seek out useable design applications.
3. Slide and photo montages for comparison and for storing design options.
4. Developing user profiles using the "programmed day" method, activity charts.
5. Discussion of design options as they are developed by the project architects.

Periodic checks of key issues will also be made in consultation with a larger reference group, most likely HINTS and/or the Canadian Council of Retirees. This will involve the use of questionnaires illustrated with visual presentations of verious program and design options.

Design Process and Schedule:

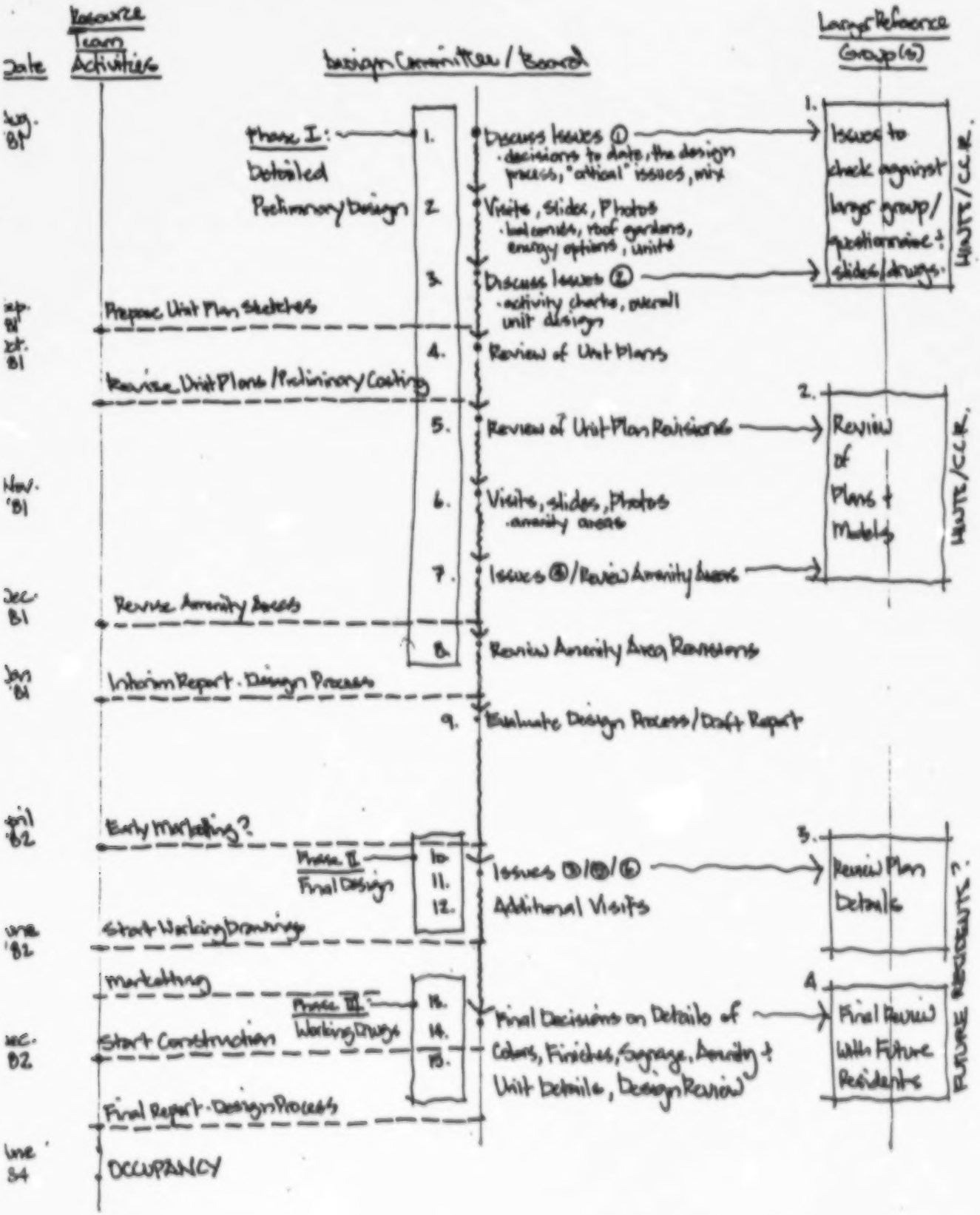
The design process will take place in three phases:

1. Detailed Preliminary Design, Aug.-Dec. 1981
2. Final Design, April-May 1982
3. Working Drawings and Finishing Details, June - Dec. 1982.

There will be approximately 15 meetings of the design committee and 4 meetings of the larger reference group(s). The schedule is detailed on the following page.

Stanley Knowles Cooperative - Design Process

BP/020881


Date
Resource Team Activities
Design Committee / Board
Larger Reference Group(s)
Aug. '81
Phase I: Detailed Preliminary Design
1. Discuss Issues ① · decisions to date, the design process, "critical" issues, mix
2 Visits, Slides, Photos · balconies, roof gardens, energy options, units
3. Discuss Issues ② · activity charts, overall unit design
1. Issues to check against larger group/ questionnaire + slides/drums
HUTT/CCR.
Sept. '81
Prepare Unit Plan Sketches
Oct. '81
4. Review of Unit Plans
Revise Unit Plans / Preliminary Costing
5. Review of Unit Plan Revisions
2. Review of Plans + Models
HUTT/CCR.
Nov. '81
6. Visits, slides, Photos · amenity areas
7. Issues ③ / Review Amenity Areas
Dec. '81
Revise Amenity Areas
8. Review Amenity Area Revisions
Jan '81
Interim Report - Design Process
9. Evaluate Design Process / Draft Report
April '82
Early Marketing?
Phase II Final Design
10
11. Issues ④/⑤/⑥ Additional Visits
12.
3. Review Plan Details
June '82
Start Working Drawings
Marketing
Phase III Working Drawings
13.
14. Final Decisions on Details of Colors, Finishes, Signage, Density + Unit Details, Design Review
15.
4. Final Review With Future Residents
FUTURE RESIDENTS ?
Dec. '82
Start Construction
Final Report - Design Process
June '84
OCCUPANCY

APPENDIX C: Design Issue Sheets

and

Design Issue Sketches

Issue 1

Issue: Landscape over Library Roof
area limited to the roof top.

Background:

- existing roof structure
- must satisfy the planning/zoning requirement
- immediate outdoor space
- reach from third floor of the library
- existing fire exits (stairs)
- 3' 6"$\pm$ railing (solid) all around.
- structure will support planting box, hard surface, bench, some light weight structures
- good drainage
- funding

Related Issues:

- who will be using this area?
- security
- outdoor, if used at night - lights etc.
- wind, rain snow
- movement - material - planting soil

people - large group
- small group

Statements:

- who uses the roof
Activities - active
- passive

equipment - to support the activities

Indicator:

i.e. in the list of activities, what are the most desirable, and what are the least desirable 1 to 5.

Issue 2

Issue: Parking Underground
Existing Underground Parking Garage

Background:
See Plan & Report

Related Issue:

- security

- emergency use

- to lobby

- control gate

- environment factors
  air - existing air exchange system
  heat - light - existing
  colour - directional signs
  walls

Statements:
- who uses it/how do you get in and out (people and cars)

Indicators:
- 1 - 5

Issue 3

Issue: Entrance

Do we need an entrance lobby, if so, where?

Background:

- from the existing structure (library), we have a few ways to enter the complex
- the front of the building is at Orchardview.
- see plans and suggested routes.

Related Issues:

- separation of library users and residents
- security
- think of handicapped people

Statements:

This team already has the plans of several routes of entering the complex. First please examine the most desirable one. Second,what is needed here is to project all the possible activies in this area.

i.e.- waiting for friend

- waiting for a taxis
- collecting a group of people to go on a picnic

Also we need a lot of equipment, such as chairs, mail box etc. Don't forget we need an exterior sign to say this is the Stanley Knowles Housing Co-op.

Indicators: 1 to 5 again.

Issue 4

Issue 4 - Garbage

Issue: The route of garbage from your unit to the place to be collected by City.

Background:

This is a very important issue. We have to construct a very convenient route to collect the garbage, both for you as a resident and the workers collcting them. This also effects the policy of your co-operative. For example, do we separate glass, metal and paper. What if you want to get rid of an old chair.

The route is as following: (for small garbage)

Unit - Chute - Compactor - Bin - City Garbage Truck

Related Issue:

- Policy

- Separation from Library waste.

Statements:

- type of garbage

- collecting points

- estimate volume

- policy statements

Indicators: 1 to 5 again.

ISSUE NO.6

EXTERIOR

Issue: Exterior wall, window and sun room
Exterior Treatment

Background: Existing Library is of brick and concrete

- 10% of exterior wall require window and other openings for natural light into the room
- Since the units are repeated each floor so the openings make a consistent pattern
- This is a 12 storey building (a reminder)

Related Issue: Is it desirable to match brick to the existing brick?

- Is it desirable to match concrete face as the existing.
- Sun Room require large glass area. See sketch.
- Other windows are for bedrooms.

Statments: Is it important to make the tower as part of total structure?

- Activities in sunroom determine the openings location and size.
- Activities in bedroom determine the location and size of windows.

  i.e. Do you wish to see out while in bed?

  If air-condition unit is used should we incorporate below the window, a removable panel used?

- The unit facing west should we change the angle of wall to block off some summer afternoon sun. See sketch.

Indicator:
- Arrive at the following decision:
  - To match or not to match the existing building
  - openings - see sketch.
  - West Wall - see sketch.

ISSUE NO.7

Issue: Mail service and parcel delivery. Their location and relationship to entrance and office.

Background: 103 Mail boxes required.

. 4 or more parcel boxes could be provided

. Mail person will deliver to a central location.

. Residents to pick up mail from this central location.

. Security

. Junk mail

Related Issue:

. Could be a "Gathering Place"

. Open and read some mail

. Registered mail

. Temporary storage for parcels.

Statments: . Should this area be related to entrance or related to the office.

. Location and convenience are important

. Location must be approved by post office

Indicator: . Indicate the location and other related activities.

i.e. A small writing counter. Wast basket for junk mail etc.

ISSUE NO.8

Elevator and elevator Lobby/each floor

Issue: Elevators/passenger and elevator lobby/ each floor

Background: According to calculation of the projected population and number of floors two elevators are required. They are more than adequate. The size is approximate 7'0"x5'0" to fit the existing shaft.

. Elevation Lobby/each floor

In our concept drawing a small elevator lobby is indicated at each residential floor.

Related Issue:

. Elevator

. Security

. Buttoms for handicapped

. Moving policy, key operated

. protection of elevator entrance

. Elevator Lobby/Each Floor

. Activities

. Natural Height

. Signage/Direction

. Impression to residents and visitors

Statement: . Elevators/Interior finish to be presented

. Elevators Lobby/Each Floor

The most important issue here is:

Should we treat it as "Stop-Over" - just a part of corridor to get in and out of elevator, or should it be a lounge situation that with chairs and residents can stop and rest or just sit around.

Indicator: . Decision to be reached as to the nature of the elevator Lobby at each floor.

ISSUE No.9 Meeting Room

Issue: A multi-purpose room of approximately 1000 sq. ft. is the main item of discussion here. The use of the room will effect the operational program of the building, we suggest that your team look into all the possible uses of this room. Cover all the activities such as, General Meeting, Committee Meeting, Lunch, etc.

Background:

Location: on amenity floor, between mechanical floor (library) and residential floors.

Adjacent Areas:

Balcony, kitchen, offices, storage and Lobby.

Population for General Meeting:

Studio	11 units x 1	= 11
One Bedroom	58 units x 1.5	= 87
Two Bedroom	34 units x 2.5	= 85
Total Estimated Population		183

183 x 60% (Estimated 60% attend meeting) =109.8

at 9 sq. ft./person (non-fixed seating) =183 x 9 = 988.2 sq.

For lunch at 26.8 sq. ft./person

for 30 persons 30 x 26 = 780 sq. ft.

The location of this room is to act as a buffer between the mechanical room and the rest of the residential floors. Because of its location, this room could be considered as a room to accommondate "noise" activities.

Related Issues:

. need of washroom on this floor
. flow of 183 persons into/out of the room at one time
. balcony used in good weather
. kitchen use - prepare meals, party, etc.
. do we need a stage (portable)?
. acoustic, and ventilation
. general atmosphere of the room

ISSUE No.9 Meeting Room (cont'd)

Constraints:

Structure: Because of the column spacing and the exterior wall above, the space for the meeting room is more or less fixed. Also because of height restrictions, the ceiling height is also predetermined.

Control should be exercised. Room should be only accessible to the residents.

Energy: To reduce heat losses, the glassed area to outside should be a reasonable size.

G.F.A.: The gross floor area submitted to the Planning Department at City Hall will not allow us to increase the floor area of this room too much.

Indicator: Let me emphasize the importance of the various activities. To design a successful room , we do need to know how the members will use the room. Please use the chart enclosed to state the information.

ISSUE No.11A — Roof Top Lounge

Issue: A members' lounge located on the top floor surrounded by roof garden.

Background:

Location: on the top floor

Adjacent Areas: craft room

- roof top garden
- laundry
- lobby to elevator
- washrooms

Estimated Population: 40 persons maximum

Purpose of this room: quiet activities for individuals or small groups of members.

Related issue and constraints:

- Security
- Structure; because of the columns spacing, the width of the room is pre-determined.
- Energy conservation may limit the glass area.

Indicator:

- Please use the chart to list all activities. This area is to be used for quiet and passive activities for smaller groups. If possible list suggested furniture.

choices of single person - 6th floor

PROJECT	USER TYPE NO	ACTIVITY 3	WORK SHEET 4	DATE

MAJOR ACTIVITY AND RELATED AREA

RECEIVED AUG 3 0 1981

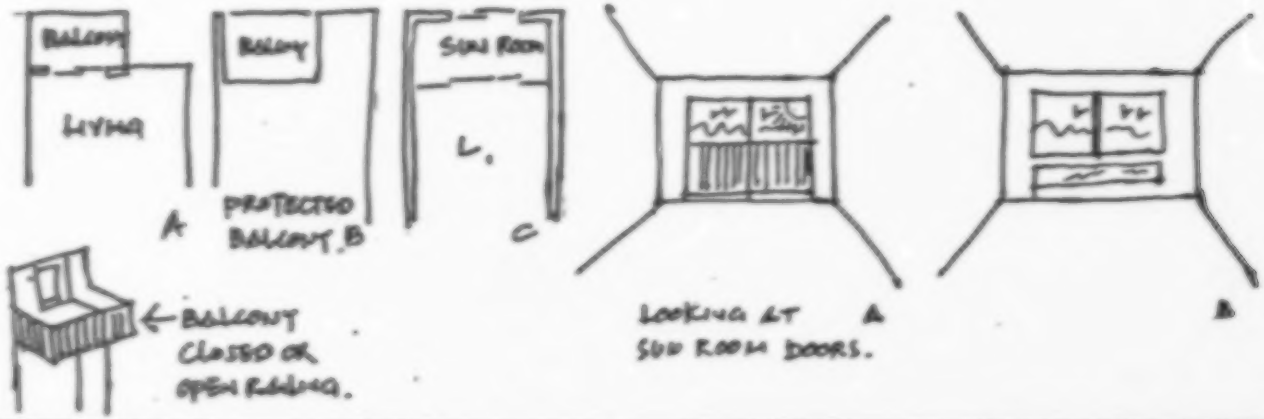
SK-1

ACTIVITY

RECREATION
READING
ENTERTAINMENT.
ETC.

RELATED TO OUTDOORS

ALTERNATIVES



REMARKS.

- I prefer Sun Room to Balcony.
- I prefer the full window A in terms of appearance. (Less broken space - more outdoors seen)
- I wonder if B is more functional. Less draft in winter?
- Priority for me would be to have a view whether seated or standing.

PROJECT	USER TYPE NO	ACTIVITY 3	WORK SHEET 4	DATE

MAJOR ACTIVITY AND RELATED AREA

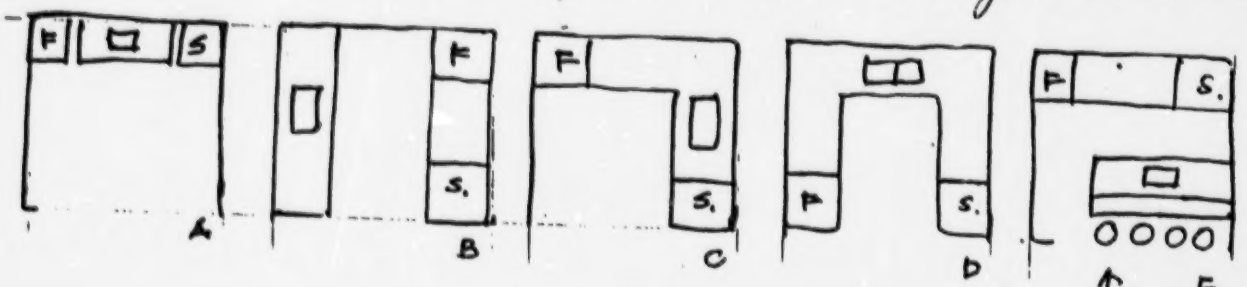
ACTIVITY

COOKING.

FOOD PREPARATION

SK-2

ALTERNATIVES This is difficult – not knowing the dimensions.



24" stove · 30" stove

single sink Double sink.

FRIDGE size 16 cu. ft.?
– separate freezer section across top.
– should have heavy duty glide out shelves for easy access of items
– automatic de-frost.

REMARKS.

- single sink is OK.
- I prefer 30" stove.*
- I like plan C. It has good counter space around sink and next to both stove and fridge.
- I hope there will be good lighting and a vent with fan over stove.
- I have never felt comfortable on counter stools – even with a back.

* I now have a 30" built-in stove which has plenty of space on top around burners but the oven size is vertically only 21½" wide, 15½ high, 19" deep – small!

PROJECT	USER TYPE NO	ACTIVITY 3	WORK SHEET 4	DATE

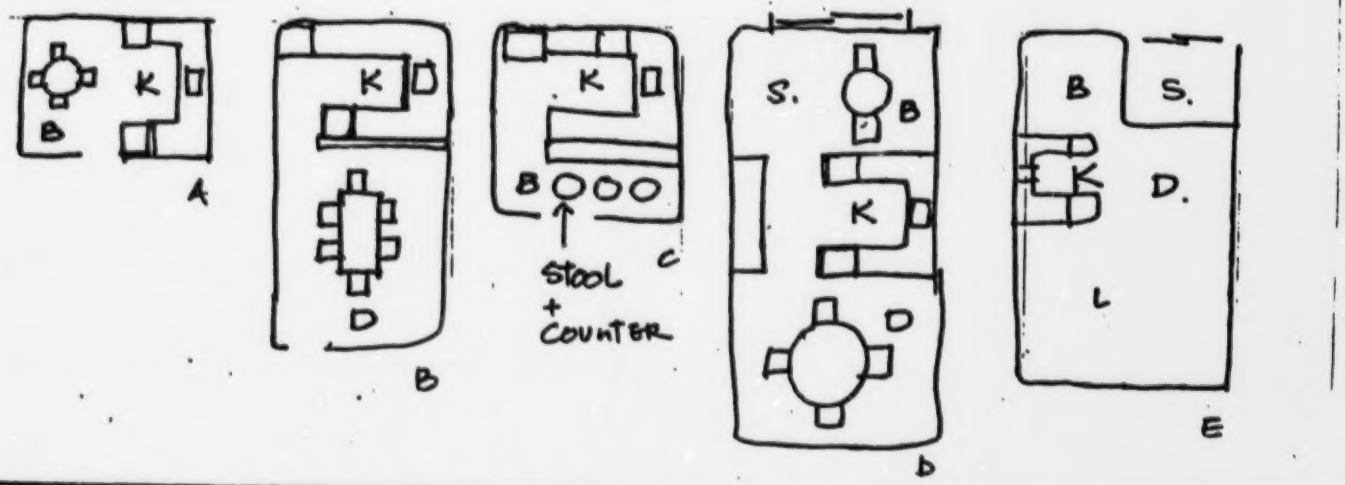
MAJOR ACTIVITY AND RELATED AREA

42-3

ACTIVITY

EATING.
BREAKFAST.

ALTERNATIVES



REMARKS.

Week days:
- plan A (eating breakfast in kitchen to save time).

Weekends:
Would likely take breakfast and eat in room with a view (i.e. room with a window) plan D?

Actually, I would prefer to eat all day-time meals in a room with daylight, & preferably a pleasant view.

PROJECT	USER TYPE NO	ACTIVITY 3	WORK SHEET 4	DATE

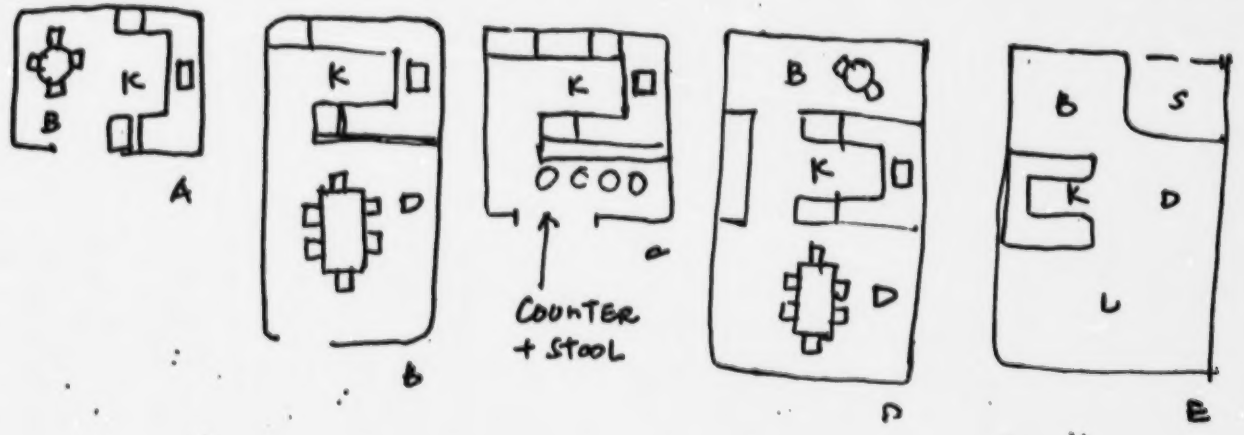
MAJOR ACTIVITY AND RELATED AREA

ACTIVITY

EATING.
LUNCH.

ALTERNATIVES

Sk 4



REMARKS.

Again, I would eat lunch in the room with daylight, ? hopefully a pleasant view. Would this be diagram E? Proximity to kitchen would be helpful, although I don't think I would like the dining area exactly opposite the kitchen as in E - D would be better if there is daylight. (The kitchen could be untidy? messy? and this would be seen if you eat in the dining area of diagram E).

ROJECT	USER TYPE NO	ACTIVITY 3	WORK SHEET 4	DATE

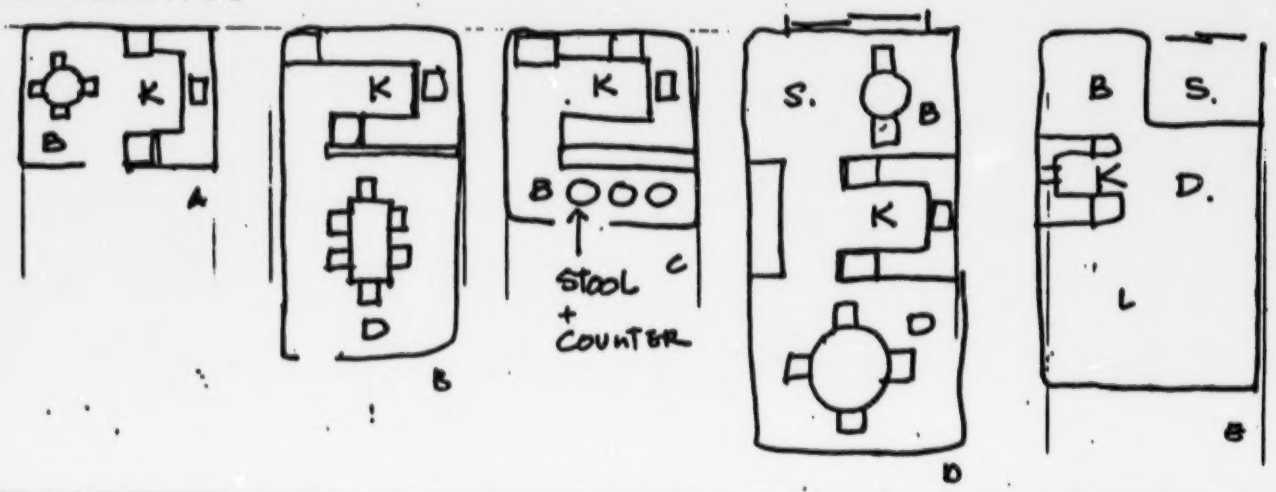
AJOR ACTIVITY AND RELATED AREA

CTIVITY

EATING.

DINNER.

ALTERNATIVES



REMARKS.

As dinner is often eaten after dark, especially in the winter, the daylight requirement or window requirement is no longer necessary although a "city lights" view might be attractive. Diagram B or D would be good.

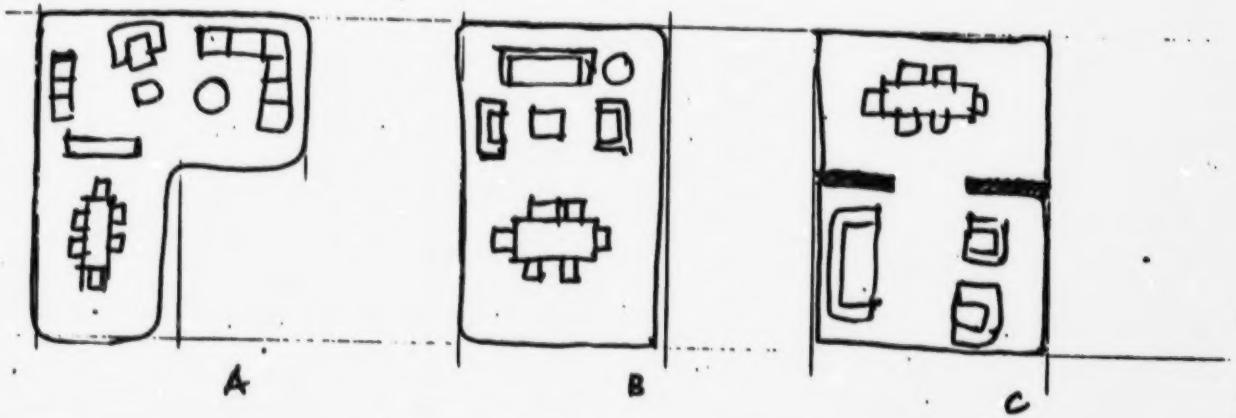
PROJECT	USER TYPE NO	ACTIV..Y 3	WORK SHEET 4	DA.E

MAJOR ACTIVITY AND RELATED AREA

ACTIVITY

Dining / Living seperation?

ALTERNATIVES



REMARKS.

- No dividers necessary, or can use furniture.
- Prefer feeling of openness, dividers in C waste space.
- I like B best, but A is OK too. A looks larger to me, and if so, then that would be my preference.

PROJECT	USER TYPE NO	ACTIVITY 3	WORK SHEET 4	DATE

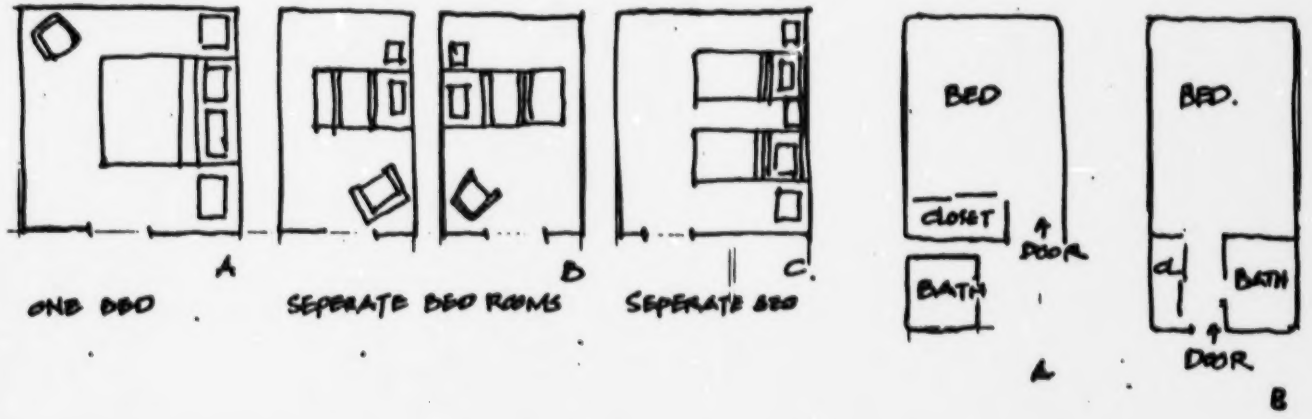
MAJOR ACTIVITY AND RELATED AREA

SL7

ACTIVITY

RESTING.
SLEEPING.

ALTERNATIVES



REMARKS.

– one bed – I prefer A.

– Bathroom adjoining bedroom as in B without hallway between is a very nice idea as long as a guest can use bathroom without having to walk through the main part of the bedroom. This would also be good if it gives you a larger bedroom.

PROJECT	USER TYPE NO	ACTIVITY 3	WORK SHEET 4	DATE

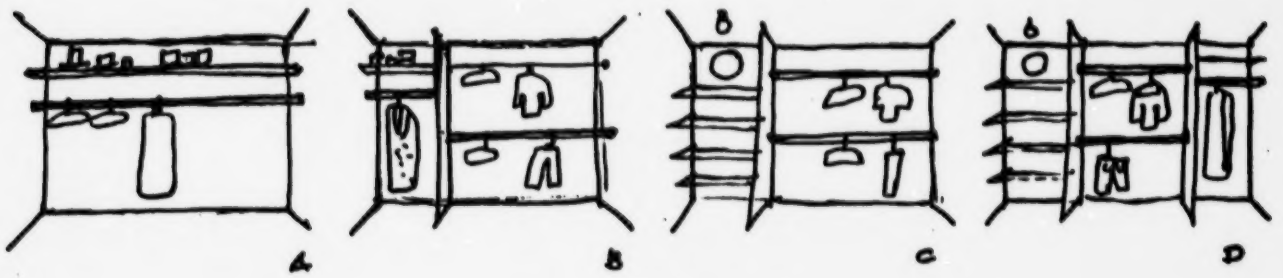
MAJOR ACTIVITY AND RELATED AREA

4.8

ACTIVITY

STORAGE.
BEDROOM.
CLOSET
TYPES.

ALTERNATIVES



REMARKS.

- I like Closet A. I hope it is the full wall width as shown in diagram (?).
- I have a greater need for space to hang clothes on a rod than shelves for clothes.
- mirror is unnecessary.
- light in closet is a good idea especially if the bedroom lighting is not bright.
- Be sure it is a good strong rod!.

APPENDIX D: Self-Evaluation

Design Committee Questionnaire

STANLEY KNOWLES DESIGN COMMITTEE - QUESTIONNAIRE

Name: _____ Age: _____ Date: _____

Presently owning___ renting_____. Type of building _____. Floor: ____

Do you intend to move into the Co-op?_____.

This Questionnaire is divided into 4 parts. It is intended to help evaluate the first phase of the design process for Stanley Knowles Co-operative. Please feel free to add additional pages and even to ramble on with your answers. Thanks for your help and attention.

A. Your involvement in the Knowles design :

1. What did you hope to accomplish by participating on the Design Committee? (e.g. Better housing for seniors, implement pet ideas, have fun on Monday nites)

2. Did you understand that this was a research project? How do you think the results can/will be used?

3. What was your role on the Design Committee? (e.g. active/passive, advisor, decision maker, reference group)

4. Please complete. Some of the things I learned while on the Design Committee were...

B. The design process/tools:

1. A number of strategies were tried for working together to develop common ideas. Please comment on each (good/bad idea? useful? simple? could be improved by...):

   a) Visits to other buildings/checklists of features

...2

b) Sketches to compare alternatives

c) Review of unit plans (did you understand them?)

d) Review of unit models

2. Did you want more information on which to make decisions? (e.g. more site visits, a lecture on physical aspects of aging, other items?)

3. What were the most important decisions made? least important?

4. Do you think you really affected the design of the building? Did David really design the building? Do you feel you had to comprimise?

5. Would a follow up study be useful? Is there anything you would like to ask the residents one year after they move in? (e.g. do you like your sun room?)

6. What would you like to tell others about this process?

7. Would you like to stay involved with the design of details? selection of finishes? Do you have any definite ideas for these?

...3

C. Meetings/group work:

1. Our most important way of working together was the series of Design Committee meetings. Was the timing of these meetings too fast? too slow? lacking in continuity?

2. What do you think of how each meeting was organized? (e.g. too long, boring, chaotic, interesting, lacking direction)

3. What could have been done to improve the quality of the meetings, even if you were generally satisfied? (e.g. free coffee, shorter agendas)

4. Do you feel you had a chance to contribute? Was the group able to act cohesively? Did a few people (e.g. David, Judy, Barry, the Board) dominate?

5. Do you feel that decisions were well thought out? Were they impulsive? Should they be checked against a larger group?

6. Would you feel more comfortable if the group was larger? smaller? why?

7. If we had to do it all over again, what would you do?

D. Lasting impressions:

Please complete the following:

1. I think Stanley Knowles will/will not be a fine place to grow older in because ...

...4

2. I am especially proud of the following features in the building...

3. I think the mix of seniors and others will...

4. The design of Knowles Co-operative will encourage the growth of a co-operative community because...

5. If someone were to ask me about the building, I would tell them that...

6. One last thing I would like to say is....

7. I thought this questionnaire was...

Thanks again. Please mail the questionnaire and the unit plan to:

Barry Pinsky
472 Brunswick Avenue
Toronto, Ontario
M5R 2Z5

Please include your phone number: _____.